

Annual Report

2019 - 2020



National Institute of Rural Development and Panchayati Raj
Ministry of Rural Development, Government of India
Rajendranagar, Hyderabad - 500 030, India

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www.nirdpr.org



Published by:

National Institute of Rural Development and Panchayati Raj,
Ministry of Rural Development, Government of India,
Rajendranagar, Hyderabad – 500 030, Telangana, India

Website: www.nirdpr.org

Cover Design: Shri V.G.Bhat
Layout & Designing: Shri Gali Shivanag (CRU)

VISION

The vision of NIRDPR is to focus on the policies and programmes that benefit the rural poor, strive to energise the democratic decentralisation processes, improve the operation and efficiency of rural development personnel, promote transfer of technology through its social laboratories, Technology Park and create environmental awareness.

As a 'think-tank' of the Ministry of Rural Development, NIRDPR, while acting as a repository of knowledge on rural development, would assist the Ministry in policy formulation and choice of options in rural development to usher in the change.

MISSION

To examine and analyse the factors contributing to the improvement of economic and social well-being of people in rural areas on a sustainable basis with focus on the rural poor and the other disadvantaged groups through research, action research, consultancy and documentation efforts.

To facilitate the rural development efforts with particular emphasis and focus on the rural poor by improving the knowledge, skills and attitudes of rural development officials and non-officials by organising trainings, workshops and seminars.

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ABBREVIATIONS & ACRONYMS

AARDO:	African- Asian Rural Development Organisation
BDO:	Block Development Officer
CAPART:	Council for Advancement of People's Action and Rural Technology
CBO:	Community-Based Organisation
CFTs:	Cluster Facilitation Teams
CIRDAP:	Centre for Integrated Rural Development for Asia and the Pacific
CICTAB:	Centre for International Cooperation and Training in Agricultural Banking
CFMC:	Corpus Fund Management Committee
CRP:	Community Resource Person
DAY-NRLM:	Deen Dayal Upadhyaya National Rural Livelihoods Mission
DDU-GKY:	Deen Dayal Upadhyaya Grameen Kaushalya Yojana
DRDA:	District Rural Development Agency
DMMU:	District Mission Monitoring Unit
ER:	Elected Representative
EWR:	Elected Women Representative
ETC:	Extension Training Centre
FFC:	Fourteenth Finance Commission
FPOs:	Farmer Producer Organisations
GIS:	Geographic Information System
GP:	Gram Panchayat
GPDP:	Gram Panchayat Development Plan
ICT:	Information and Communication Technology
IEC:	Information, Education and Communication
ISRO:	Indian Space Research Organisation
ITEC:	Indian Technical and Economic Cooperation
MGNREGS:	Mahatma Gandhi National Rural Employment Guarantee Scheme
MIS:	Management Information System
MoRD:	Ministry of Rural Development
MoPR:	Ministry of Panchayati Raj
MoU:	Memorandum of Understanding
MSDE:	Ministry of Skill Development & Entrepreneurship
MRP:	Master Resource Person
NABARD:	National Bank for Agriculture & Rural Development
NABCONS:	NABARD Consultancy Services
NCW:	National Commission of Women
NGO:	Non-Governmental Organisation
NIRDPR-NERC:	NIRDPR-North-Eastern Regional Centre
NMMU:	National Mission Monitoring Unit

NPA: Non-Performing Assets
NRP: National Resource Person
NSAP: National Social Assistance Programme
ODF: Open Defecation Free
PGDRDM: Post Graduate Diploma in Rural Development Management
PGDM- RM: Post Graduate Diploma in Management- Rural Management
PIAs: Project Implementing Agencies
PRI: Panchayati Raj Institution
PESA: Panchayats Extension to the Scheduled Areas
PMGSY: Pradhan Mantri Gram Sadak Yojana
PMKSY: Pradhan Mantri Krishi Sinchayee Yojana
RD: Rural Development
RGSA: Rashtriya Gram Swaraj Abhiyan
RSETI: Rural Self-Employment Training Institute
SAGY: Sansad Adarsh Gram Yojana
SBM: Swachh Bharat Mission
SFC: State Finance Commission
SHG: Self-Help Group
SIRDPR: State Institute of Rural Development and Panchayati Raj
SLACC: Sustainable Livelihoods and Adaption to Climate Change
SRLM: State Rural Livelihood Mission
ToTs: Training of Trainers
UNICEF: United Nations Children's Fund
UT: Union Territory

ABBREVIATIONS & ACRONYMS

National Institute of Rural Development and Panchayati Raj, Hyderabad in the 62nd year of its illustrious journey is engaged in six focus areas, namely training & capacity building, research & consultancy, policy formulation & advocacy, technology transfer, academic programmes and innovative skilling and livelihoods.

In the year 2019-20, the Institute altogether organised a total of 1,699 programmes (on-campus & off-campus), workshops & seminars, international programmes and networking programmes. A total of 61,484 participants comprising officials from government organisations, financial institutions, PRIs, FPOs, NGOs, CBOs, national and state institutes for research and training, universities and colleges, international delegates and other stakeholders attended these programmes. Among these, 17 were international programmes attended by 358 participants from developing countries of Asia, Africa and Latin America. The NERC Guwahati centre organised a total of 103 programmes attended by 3,425 participants. The Institute also organised eight certificate programmes on 16 occasions, which were attended by a total of 525 participants.

Apart from free training programmes, several self-funded exposure-cum-training programmes covering about 12,156 participants from self-help groups, unemployed/underemployed youth, mostly from rural areas across the country, were conducted. The overall average feedback score for the training programmes during 2019-20 was 85 per cent.

In case of flagship skilling programmes, NIRDPR oversees the implementation of DDU-GKY programme across 18 States and 2 Union Territories, under the banners of Roshni (in the districts affected by Left Wing Extremism) and Himayat (in J&K). The DDU-GKY cell at NIRDPR conducted 105 training programmes with 2,596 participants, inspected 1,515 centres, verified physical placements at 1,141 centres and participated/conducted 113 performance reviews.

The DAY-NRLM resource cell at NIRDPR, Hyderabad extended support to various SRLMs to conduct need-based programmes. A total of 101 on-campus and off-campus training programmes, workshops, induction and review programmes were organised on various themes attended by 4,746 participants from 17 States. 673 Bank Sakhis from five States were trained on the theme of financial inclusion. The cell deployed six NRPs to nine States, besides organising one-day orientation programme for bank officials in 10 States covering 12,658 participants in 172 batches. Two e-learning modules (SHG-Bank linkage and Opening of Savings Account) on financial inclusion were also developed.

The Institute is the nodal agency under the Ministry of Rural Development (MoRD) for creation of infrastructure under RSETI. As on March 2020, NIRDPR released an amount of Rs. 376.04 crore to 492 RSETIs located in 28 States and four Union Territories.

About 90 research studies (including 73 ongoing proposals of previous years) were carried out in 2019-20 under different categories, viz. Research Studies, Case Studies and Collaborative Studies. During 2019-20, 39 research studies were completed covering 23 States and a Union Territory and 33 studies are still underway. Besides, 13 new consultancy studies were taken up in addition to continuing the work of eight ongoing studies that were taken up before 2019-20. A total of 24 consultancy studies were completed in 2019-20.

During the year 2019-20, the faculty members published 15 journal papers and a commentary. Of the 15 papers, three were published in NIRDPR's Journal of Rural Development whereas 12 were published in other journals of international and national repute. Further, the faculty authored two books, contributed six chapters for various publications and published two articles. During this period, events hosted by the Institute and articles authored by the faculty were covered by newspapers on 96 occasions.

Under academic initiatives, 31 students of 17th batch of Post Graduate Diploma in Rural Development Management, 21 students of 2nd batch of AICTE-approved Post Graduate Diploma in Management –Rural Management programme and 2 students of collaborative M.Tech programme on Appropriate Technology & Entrepreneurship are part of regular programmes. As part of the Distance Education Programmes, the Post Graduate Diploma in Sustainable Rural Development with 256 students, Post Graduate Diploma in Tribal Development Management with 33 students, the Post Graduate Diploma in Geospatial and Technological Applications in Rural Development with 98 students and the Diploma Programme on Panchayati Raj Governance and Rural Development with 131 students in collaboration with the University of Hyderabad are being run in the current financial year. Besides, a certificate programme has been developed in consultation with NRLM, a first-of-its-kind, to train the CRPs and mission staff on climate-resilient practices.

The 61st Foundation Day Celebrations of NIRDPR including the 4th National Film Festival on Rural Development was celebrated on 8th November 2019. A five-day 17th Rural Technology and Crafts Mela with representatives from as many as 24 States was held from 29th November-3rd December, 2019.

For the first time, the Institute successfully organised the virtual meeting of 34th Technical Committee of CIRDAP.

NIRDPR hosted the 2nd International Conference on Water and Wastewater on 19th & 20th February, 2020, where delegates from 30 countries assembled and shared their technologies. The Institute also organised a two-day National Conclave of State Election Commissioners' in association with State Election Commission, Telangana from 9th - 10th January, 2020. The objective of the conclave was to discuss the gains made and challenges faced by the State Election Commissions in conducting timely and free elections of the local bodies.

Rural Innovators Start-up Conclave-2019 (RISC-2019), an annual event since 2017, was held on 27th-28th September 2019. The event showcasing innovations provided networking opportunities to 90 innovators and 48 start-ups to partner with funding institutions. Besides this, 58 college students and 68 school students participated with their innovative designs and prototype models.

The new initiatives during the year included the launch of Gram Swaraj e-learning portal by Shri Narendra Singh Tomar, Hon'ble Union Minister for Rural Development, Panchayati Raj and Agriculture & Farmers' Welfare, GoI.

Other events conducted during the year include Management Development Programme on Rural Development Leadership for young IAS officers, which saw participation from six States.

The Institute played a key role in successfully conducting 'Mission Antyodaya' survey and launching the People's Plan Campaign 2019 for preparation of Gram Panchayat Development Plan (GPDP) across all Gram Panchayats (GPs). Two national level orientation training programmes and five regional thematic workshops were also organised as part of the campaign. As an outcome, a total of 2,43,940 GPDPs were prepared by the GPs.

To expand the scope of creating Model GPs, Ministry of Panchayati Raj approved a project on creation of 250 Model GP Clusters across all States and UTs.

NIRDPR developed formats for standard bookkeeping of FPOs, which is a novel initiative and being followed by FPOs of NABARD Andhra Pradesh, Maharashtra and many other States. NIRDPR also developed 'Agrarian Distress Index', an innovative framework to proactively identify and measure the warning signals of distress among the rural households with the institutional support of PRI and SHGs. This will help in prioritising the households for government support schemes.

NIRDPR was the lead technical support agency for the Sustainable Livelihoods and Adaptation to Climate Change (SLACC) project, which was funded by the Global Environment Facility and supported by the World Bank for National Rural Livelihood Mission (DAY-NRLM-MoRD). The project was successfully implemented on a pilot scale in two states - MP & Bihar”.

In order to streamline the scientific assessment of academic faculty, the Annual Confidential Report (ACR) formats have been revised to capture the full performance spectrum and holistic functioning of the academic faculty in the form of Annual Performance Appraisal Reports (APARs). For timely submission of the APARs, the physical formats have been transcribed into an electronic system- ‘e-APAR-NIRDPR’-on the lines of ‘e-sparrow’ used for All India Services/Central Services of Government of India.

The Institute’s library houses a collection of 1,23,448 books/publications. The *Journal of Rural Development*, published quarterly by the Institute, brought out a special issue related to 150th birth anniversary of Mahatma Gandhi. Other major publications during the year 2019-20 included *Jal Sangrah* – Stories of Water Conservation under Mahatma Gandhi NREGS (for MoRD) and around 20 books, altogether in English and Hindi, other than the Monthly *Pragati* Newsletter.

Document Management System, maintained by the Institute has content related to 542 training programmes including power-point presentations, study materials of the programmes organised, research papers, and annual reports.

In continuation of the Memorandum of Understanding (MoU) signed between NIRDPR and CAPART with regard to the revival of the activities of Consultancy-cum-Guidance Centre, Vaishali, six training programmes were conducted for the SHGs and unemployed youth of Bihar. A new Rural Technology Centre was also established at Morena, Madhya Pradesh. The Institute signed MoUs with 10 national-level and two international-level organisations during the year 2019-20.

For the financial year 2019-20, the expenditure of the Institute stood at Rs. 80.00 crore. As on 31st March, 2020, the balance of Corpus Fund was Rs. 263.21 crore, Development Fund was Rs. 9.48 crore, Building Fund was Rs.29.26 crore, Benevolent Fund was Rs. 5.76 crore, Provident Fund was Rs.19.68 crore and Medical Corpus Fund was Rs.1.63 crore.

Executive Summary

Annual Report 2019 - 2020

Our Journey so far

1977

Renamed as National Institute of Rural Development (NIRD)

2013

The name NIRD changed as National Institute of Rural Development and Panchayati Raj (NIRDPR)

1958

National Institute of Community Development at Mussoorie

1965

Shifted to Hyderabad Campus



What We Do?

- 1 Organise training programmes, conferences, seminars and workshops for senior-level development professionals, elected representatives, bankers, NGOs and other stakeholders
- 2 Undertake, aid, promote and coordinate research
- 3 Study functioning of Panchayati Raj Institutions and rural development programmes across the States
- 4 Analyse and propose solutions to problems in planning and implementation of the programmes for rural development
- 5 Develop content and disseminate information through periodicals, reports, e-modules and other publications

Chapter

National Institute of Rural Development and Panchayati Raj (NIRDPR), an autonomous organisation under the Ministry of Rural Development, is a premier national centre of excellence in rural development and panchayati raj. It builds capacities of rural development functionaries, elected representatives, financial institutions, community-based organisations and other stakeholders through inter-related activities, inter-alia, of training, research and consultancy, technology transfer, etc. Originally established as National Institute of Community Development in 1958 at Mussoorie, the Institute was shifted to its Hyderabad Campus in 1965 and renamed as National Institute of Rural Development (NIRD) in 1977. Recognising the need for more focus on strengthening panchayati raj system and capacity building of functionaries of panchayati raj institutions, as per the decision of the General Council of the Institute, the name of NIRD has been changed as National Institute of Rural Development and Panchayati Raj (NIRDPR) with effect from December 4, 2013. The Institute is located in the serene rural surroundings of Rajendranagar, Hyderabad in a campus spread over an extent of 174.21 acres. The Institute celebrated its golden jubilee year of establishment in 2008.

NIRDPR has the mandate to facilitate development of rural poor and enhance their quality of life. The Institute acts as a “think-tank” for Government of India and the State governments with special attention to the initiatives and programmes of the Ministry of Rural Development & Panchayati Raj and undertakes training and research, including action research on various flagship programmes. The services of the Institute are also available to other Ministries/Departments of the Central and State Governments, banking institutions, public and private sector organisations, civil societies, Panchayati Raj Institutions and other national and international agencies connected with rural development.

In about six decades of its existence, NIRDPR has been playing its own modest but credible role to facilitate qualitative changes in programme management through a process of training, research, action research, consultancy, information dissemination and information building. This has enabled the Institute to emerge as the national apex institute in the area of rural development and panchayati raj.

Established in 1983 at Guwahati, the North-Eastern Regional Centre (NERC) of NIRDPR caters to the capacity building needs of development functionaries of the north-eastern region. During 36 years of its existence, NERC has developed expertise and experience in serving the specific training and research needs of the region.

A brief overview of the performance of the Institute on major areas of coverage during 2019-20 is given below.

1.1 Training and Capacity Building

The Institute organises training programmes, workshops, seminars, etc. on themes relating to rural development and panchayati raj. NIRDPR has the expertise and good infrastructure to train senior and middle-level development functionaries engaged in policy formulation, management and implementation of rural development programmes and various other stakeholders of rural development covering community-based organisations, representatives of financial institutions, technology agencies, NGOs, etc.



The focus of these programmes is on the modalities and mechanisms of programme management with special reference to process aspects which help the developmental professionals to achieve the expected goals and objectives. The training programmes are intended to create a knowledge base, develop skills and infuse right attitudes and values. The Institute has been enlarging its canvas of training activities every year and has been successful in making them more need-based and focused. A very high rate of satisfaction among the participants has been achieved by evolving and adopting new training methodologies and techniques on a continuous basis. Besides, the findings of the research studies and action research are utilised as training inputs in training programmes.

There has been an increase in the number of training programmes of the Institute over the years on a sustained basis. There is also a significant increase in the number of outreach programmes as well. Further, the Institute has been endeavouring to share its expertise and experience by organising international training programmes for the professionals of developing countries.

During 2019-20, as many as 1,699 programmes were organised with a total of 61,484 participants, as against 1,676 programmes organised with 54,817 persons in the previous year. The Institute organised several workshops, seminars, symposiums and national consultations, the deliberations of which are published as reports, books and in the Institute's monthly newsletter. The Institute also organised 17 international training programmes at the instance of Ministry of External Affairs, Government of India and other organisations.

Building the training capacities of its link institutions-State Institutes of Rural Development and Panchayati Raj and Extension Training Centres- is integral to the Institute's mandate. NIRDPR also facilitates financial support under the Central Scheme of the Ministry of Rural Development, Government of India for strengthening training infrastructure and faculty of these institutions. The Institute also organises capacity development programmes for the faculty of SIRDs and ETCs through various training programmes. As part of it, 1,204 off-campus/regional and networking programmes were organised at these institutions during the year and 478 programmes were held at NIRDPR. It also works in close coordination with international organisations like AARDO, CIRDAP, UN Women, etc.

Keeping in view the importance of capacity building of panchayati raj functionaries and elected representatives, the Institute has undertaken various initiatives in the form of development of training materials and trainers and resource persons focusing on Gram Panchayat Development Plan (GPDP). Recognising the importance of the emerging application of geoinformatics in various rural sectors, the Centre for Geoinformatics Applications in Rural Development (C-GARD) of the Institute designs specialised programmes for imparting skills and improving knowledge levels in the latest geoinformatics technology and tools.

1.2 Research and Consultancy

Research forms an important component of the perspective of the Institute. The Institute examines and analyses the factors contributing to improvement of social well-being of rural people with a focus on the rural poor and other disadvantaged groups through action research and consultancy. Research conducted by the Institute is field-based in nature with emphasis on current rural development issues. The findings provide useful inputs in the training programmes of the Institute and are important in policy formulation for rural development.

The Institute also undertakes location-specific action research in which a theme or a model is field-tested step-by-step, and day-to-day interventions are modified according to the situation prevailing in the location. The main focus is to evolve people-centric approach in planning and implementation with local decision-making and participatory evaluation.

In order to further strengthen the action-oriented initiatives of the Institute for effective implementation of rural development and poverty alleviation programmes, the emphasis has been given on 'village adoption' by adopting villages from the remote and backward areas in different parts of the country. This gives exposure to NIRDPR faculty members to keep themselves abreast of grassroots realities and development challenges.

Besides, studies are taken up in collaboration with State Institutes of Rural Development and with other institutions. The Institute provides consultancy support to various international and national organisations on different development themes. The Institute also takes up studies on the request of Central ministries, State departments and other organisations.

About 90 research studies (including 73 ongoing proposals of previous years) were carried-out during the year 2019-20, which include 11 studies in collaboration with SIRDPRs, ETCs and National Institutions. Sixty-nine research studies were completed during the year 2019-20.

To reduce the manual mistakes, the Institute encourages the use of mobile-based research data collection. During the year, field data of many research studies on various key themes of the rural sector were collected using mobile-based Open Source Open Data Kit (ODK) tool.



1.3 Technology Transfer

As part of the initiatives towards accelerating development and wide dissemination of appropriate and affordable technologies for sustainable rural development, NIRDPR has established Rural Technology Park (RTP) in 1999. The National Rural Building Centre at RTP showcases cost-effective models of rural houses with 40 different technologies. A Sanitation Park was also established with good number of models of individual hygienic toilets affordable by the rural masses. A Rural Technology and Crafts Mela is organised every year to promote rural technologies, innovations, marketing of rural products, etc.

During 2019-20, various activities organised by the RTP include Rural Innovators Start-up Conclave (RISC), Rural Technology and Crafts Mela and a number of training programmes on various technologies to promote livelihoods.

1.4 Innovative Skilling and Livelihoods

With a view to facilitate special initiatives of Ministry of Rural Development for skilling the youth and providing livelihood opportunities, special projects and resource cells have been established at NIRDPR. These include Deen Dayal Upadhyaya Grameen Kaushalya Yojana (DDU-GKY) Cell, Resource Cell on Deendayal Antyodaya Yojana - National



Rural Livelihoods Mission (DAY-NRLM), Project Cell on Rural Self-Employment Training Institutes (RSETIs), and S.R. Sankaran Chair.

DDU-GKY is a skill training and placement programme of the Ministry of Rural Development with a focus on rural youth. The Institute is one of the Central Technical Support Agencies (CTSA) and national-level coordinating agency for policy advocacy and administering the Standard Operating Procedures for DDU-GKY programme. The Institute also plays a key role in providing training and implementation support to States and Project Implementing Agencies (PIAs).

The Resource Cell for DAY-NRLM facilitates capacity building and research activities for the promotion of rural livelihoods. The Cell organises training programmes, workshops and seminars at NIRDPR, State Institutes of Rural Development and Panchayati Raj (SIRDPRs) and other institutions in different States.

The RSETI Project Cell of the Institute is the nodal agency for release of funds for infrastructure creation for RSETIs in the States. As part of it, the Institute is given the responsibility of processing the proposals from various sponsoring banks for release of the funds provided by MoRD for building infrastructure.

S.R. Sankaran Chair on Rural Labour was established by the Institute in 2012 with the funding support of MoRD, GoI. The main objective of the Chair is to promote research on issues that would help in improving the conditions of rural labour.

1.5 Academic Programmes

The various initiatives for rural development from time to time have created a demand for professionals for effective and efficient management of various Rural Development schemes. Keeping this in view, the Institute started management education programme of one-year duration in 2008 in the form of Post Graduate Diploma in Rural Development Management (PGDRDM). The aim of the programme is to create a large pool of professional programme delivery managers, whose induction is vital to the success of rural development programmes.

In the context of changing development scenario and the need for professionals with comprehensive understanding and competencies for effective management, it was felt to have a programme of longer duration. Accordingly, in the year 2018, the Institute introduced two-year full-time PGDM-RM programme with the approval from All India Council for Technical Education (AICTE), New Delhi.

In furtherance of the Institute's initiative for a wider outreach, a Distance Education Cell (DEC) was established in the year 2010 and a one-year PG Diploma in Sustainable Rural Development (PGDSRD) was introduced. To address the need for developing a well-trained set of specialised tribal development professionals, the Institute also started a one-year Post Graduate Diploma Programme in Tribal Development (PGDTDM) in distance mode in January, 2013. Besides, Post Graduate Diploma Programme on Geospatial Technology Applications in Rural Development (PGDGARD) commenced in August, 2015.

In the year 2019-20, the 16th batch of PGDRDM, 11th batch of PGDSRD, 8th batch of PGTDM and 4th batch of PGDGARD were completed. The new batches of these programmes were started during the year and are ongoing.



1.6 NIRDPR-North Eastern Centre, Guwahati

The North-Eastern Regional Centre of NIRDPR was established in 1983 at Guwahati to orient training and research activities to the specific needs of North-Eastern States of India. During 2019-20, 103 training programmes including NRLM programmes were conducted involving 3,425 participants (including 1,672 under NRLM) that included on-campus and off-campus programmes at SIRDs and other institutions in the region.

Altogether, 10 studies were taken up during the year under different categories of research, action research, village adoption, case studies and collaborative studies. Three studies have been completed and remaining seven are under progress.

1.7 Policy Advocacy

NIRDPR, as an apex Institute, is envisaged to serve as a think tank in the areas of rural development and panchayat raj. As part of this, the Institute undertakes action research and research studies, workshops, seminars, etc., on different themes and provide inputs for policymaking and effective management of the various development programmes. The findings provide feedback to the Central and State governments about nuances in development administration and management.

1.8 Administration and Finance

Administration and Finance wings of the Institute supports and facilitates faculty members in undertaking training, research and consultancy activities of the Institute. The policies of the Institute and strategies are determined by the General Council. Hon'ble Union Minister for Rural Development, Panchayati Raj is the President of the Council. The Management and Administration of the Institute is vested in Executive Council with Secretary, Rural Development as its Chairman. The Director General is responsible for the management of the Institute. The Academic and Research Advisory Committees help to plan training, research, action research and consultancy and academic activities. Based on the recommendations of Dr. Y. K. Alagh Committee, the Institute has been restructured into schools and centres within each school.

The functions of the Finance and Accounts division of the Institute, inter alia, includes budgeting, drawl of funds, accounting, classification of receipts and payments, preparation and compilation of Annual Accounts, submission of audited annual accounts to the Ministry, in addition to rendering financial advice on various matters relating to administration/training/projects for decision-making by the Management.

1.9 Dissemination and Publications

NIRDPR has a mandate to disseminate information on rural development. The Institute continued its efforts in publishing literature on rural development issues during the year. The quarterly '*Journal of Rural Development*' published by the Institute occupies a place of pride among leading academic journals on rural development and decentralised governance. The Institute's Newsletter '*Pragati*' in English and Hindi is published to provide wide publicity to training programmes and highlight various activities undertaken by the Institute on a regular basis. The Institute also brings out additionally, '*Kaushal Samachar*' an online monthly newsletter focusing on various activities under DDU-GKY. The other publications include Research Report series, Case Study series and Action Research series. The Institute's Library has successfully completed the digitisation of institutional publications such as Research Highlights, training/reading materials, and faculty publications on rural development.

2

Chapter

TRAINING & CAPACITY BUILDING

Objectives

Create awareness, improve skills, infuse right attitude and broaden knowledge of the development functionaries by organising training programmes for effective programme planning and implementation.

Develop strategies on emerging needs of rural population through workshops, writeshops seminars and consultations.

Facilitate behavioural changes among development personnel towards passionate contribution to sustainable rural development.

Familiarise the development functionaries with the best practices and success stories in managing the development programmes.

Training and Capacity Building is one of the major activities of the Institute to strengthen rural ecosystem and Panchayati Raj Institutions. The focus is on building capacities of development professionals for effective and efficient management of ongoing initiatives in rural development. The capacity building programmes undertaken by the Institute facilitate behavioural changes among development personnel towards passionate contribution to sustainable rural development. Participants are introduced to the best practices and success stories are shared for better management of development programmes. The findings of the research, action research, village adoption and case studies are also utilised in the training programmes to enable the participants to understand the ground realities and challenges faced in the field. Various strategies are also developed on emerging needs of rural population through workshops, seminars and consultations.

The Institute has the expertise and good infrastructure to train functionaries and various levels of officials of the development sector and representatives of Panchayati Raj Institutions (PRIs). The Institute continuously innovates and adopts new training methods and techniques. In order to make the training more effective, Training Quality Improvement Measures Committee (TQIMC) has been constituted with subject matter experts drawn from internal and external members that scrutinises the course designs and materials and suggest measures to improve the programmes.

The annual training calendar is developed juxtaposing the broad trends emerging in rural development vis-à-vis the vision and mission of the Institute. The outcomes of the Training Need Assessment conducted from time to time, the deliberations of the workshops and seminars, research findings and feedback from the training programmes are also factored in the preparation of the training calendar. The requirements for the off-campus courses identified in consultation with SIRDPRs and State governments, training needs of various programme divisions of the Ministry of Rural Development and Ministry of Panchayati Raj are also taken into account for drawing up the annual training calendar.

As part of the efforts of the Institute to reach out to a larger number of stakeholders and more importantly to strengthen the capacity building of functionaries at the State and sub-State levels, off-campus and networking programmes are planned for the officials of SIRDs, ETCs and other RD&PR institutions. Besides, a series of 'Training of Trainers' programmes are also designed for the faculty members of the SIRDPRs/ETCs, State and district level resource persons and master trainers for facilitating capacity building in cascading mode.

The Institute also design programmes for senior and middle level officials of the Central and State government departments dealing with rural development programmes, elected and official members of the Panchayati Raj Institutions and other stakeholders, including non-governmental organisations (NGOs), financial institutions, public sector undertakings (PSUs), academicians, international participants, etc.

NIRDPR is also engaged in the capacity building of State Institutes of Rural Development & Panchayati Raj (SIRDPRs) and Extension Training Centres (ETCs).

The training programmes have attracted a significant number of international participants across the world, particularly from developing countries of Asia and Africa.

Keeping in view the varied nature of the training imparted and diverse profile of the participants, distinct and appropriate training methods like lecture-cum-discussions, case studies, group discussions, panel discussions, exercises and hands-on sessions, role plays and simulation games, field visits, etc. are used. As a part of the training methodology, presentations by resource persons, and sharing of experiences and interaction among the participants are facilitated. The field visits are also organised to expose participants to the best practices and success stories which can be replicated in their respective States/countries..



2.1 Training Programmes: 2019-20

In the year 2019-20, a total of 1,699 programmes were conducted. Around 28 per cent programmes of NIRDPR were conducted from NIRDPR grants (from MoRD) and 72 per cent programmes were funded through various Ministries and departments mainly from MGNREGS, NRLM and DDU-GKY.

Table 1: Types of Programmes Organised: 2019-20

S. No.	Type	NIRDPR	NIRDPR-NERC	Total
1	Training Programmes	334	46	380
2	Workshops and Seminars	61	37	98
3	Internationals Programmes	17	0	17
4	Off-campus	534	20	554
5	Networking Programmes	650	0	650
Total		1596	103	1699

2.1.1 Themes of Training

The overall aim of the programmes is to facilitate sustainable rural development by integrating social, economic and environmental dimensions for empowerment of the rural people. The themes are planned keeping in view the capacity building needs of development professionals in the context of the emerging rural scenario. The focus is on effective planning and management of ongoing rural development flagship programmes and empowerment of PRI functionaries.

Specialised programmes to cater to the specific needs of flagship programmes like MGNREGS, PMKSY, PMGSY, DDU-GKY, DAY-NRLM, etc., and needs emerging from time to time are also organised.

2.1.2 Profile of Participants

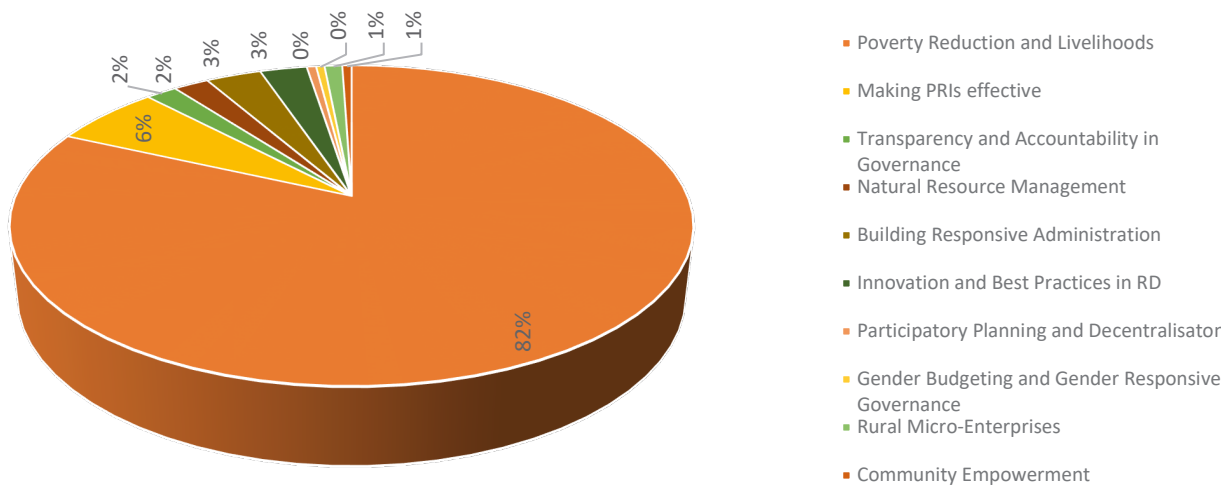
The Institute organises various programmes which cater to the needs of wide range of participants. In the year 2019-20, the profile of the participants who attended the programmes are given below in the Table 2.

Table 2: Profile of participants

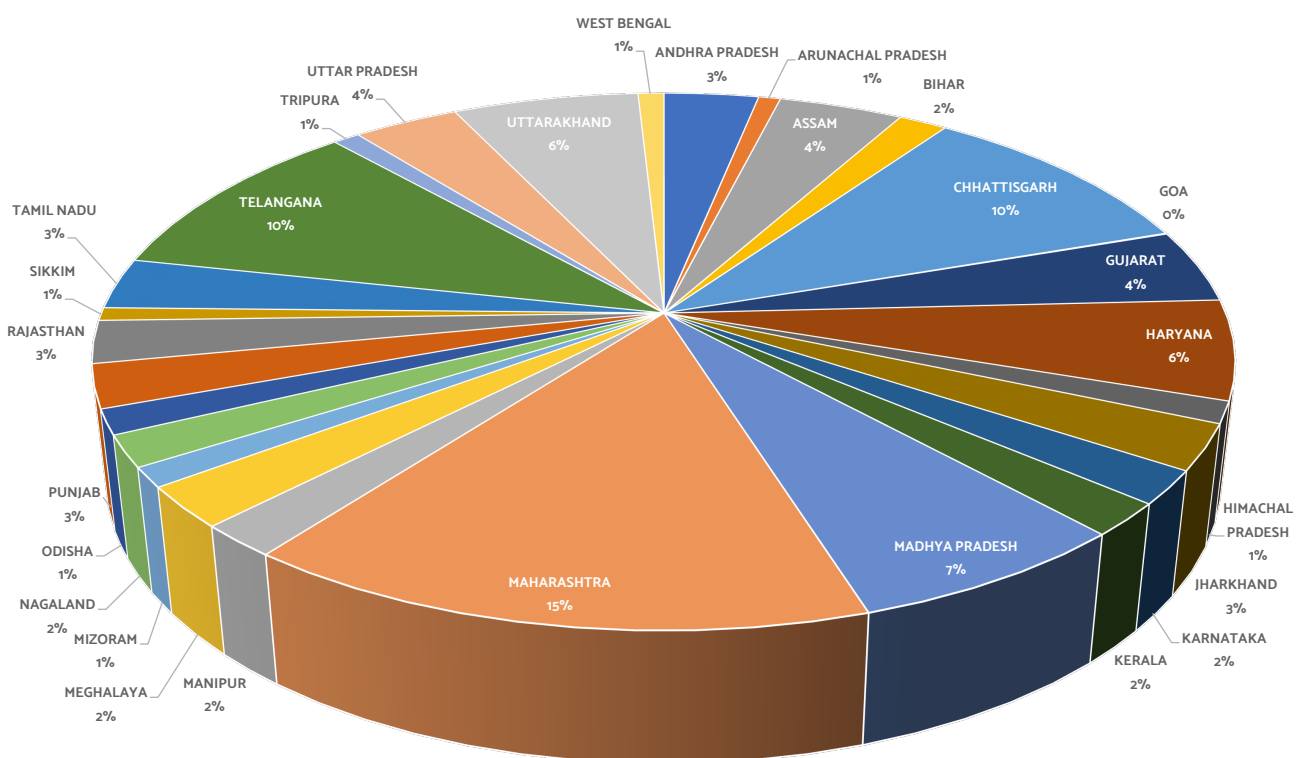
S. No.	Type	NIRDPR	NIRDPR-NERC	Total
1	Government Officials	5,596	2,495	8,091
2	Financial Institutions	610	76	686
3	PRIs	2,373	20	2,393
4	NGOs & CBOs	838	131	969
5	National and State Institutes for Research and Training	17,312	74	17,386
6	Universities and Colleges	5,285	56	5,341
7	International	458	0	458
8	Other Stakeholders	25,587	573	26,160
Total		58,059	3,425	61,484



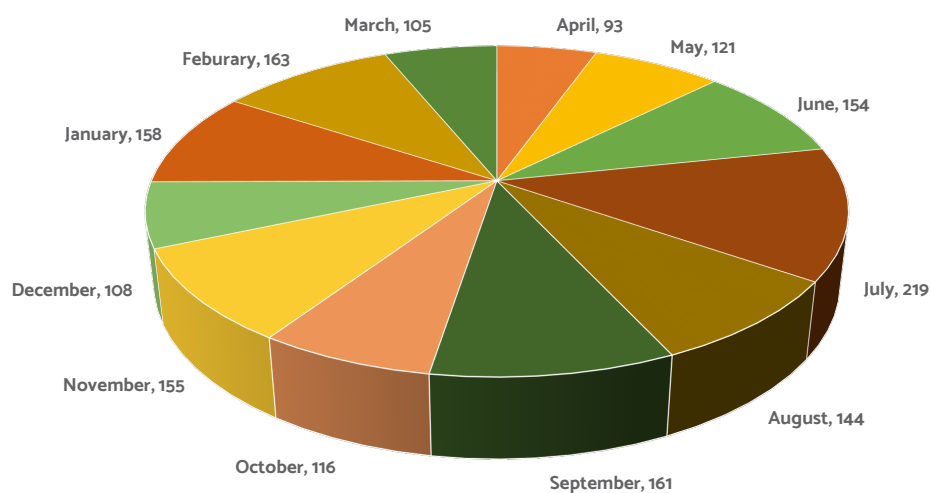
Villagers participating in a resource mapping plan



Graph 1: Thematic Distribution of Training Programmes



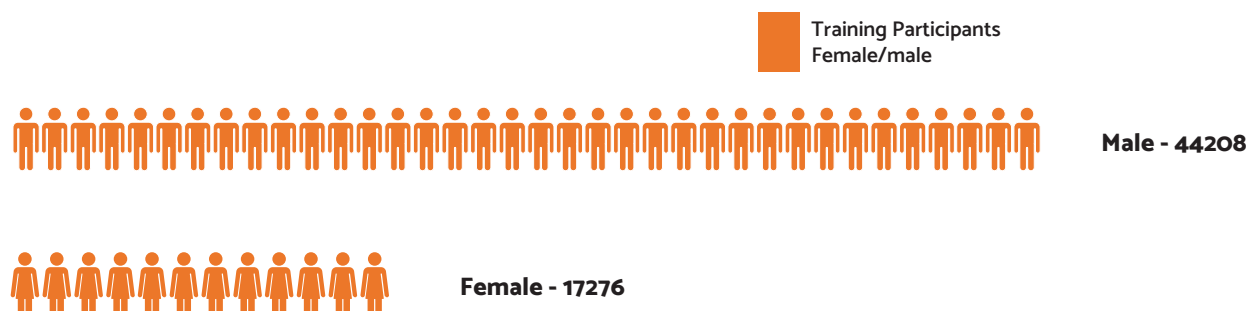
Graph 2: State-wise Participation in Training Programmes



Graph 3: Month-wise Frequency of Training Programmes

2.1.3 Gender Distribution in Training Programmes

NIRDPR makes concerted efforts in designing programmes which are gender-neutral in nature. The programmes are designed to ensure equal participation of both male and female participants.



Graph 4: Gender Distribution in Training Programmes

The above graph, however, shows that the participation of men was comparatively high as there are many thematic areas where the presence of women is comparatively less vis-a-vis men.

2.1.4 State-wise Participation in Percentage

The programmes were attended by participants from all regions of the country and NIRDPR does not discriminate based on region. The major portion of participation in the year was from the States of Maharashtra, Telangana and Chhattisgarh, followed by Madhya Pradesh, Uttarakhand, Haryana and Gujarat as shown in the Graph - 2.

Details of training programmes conducted, categories of programmes and month-wise participants at Headquarters and North-Eastern Regional Centre at Guwahati, Assam are given in Annexure-I.

External Affairs, Government of India and in collaboration with Centre on Integrated Rural Development for Asia and Pacific (CIRDAP) and Center for International Cooperation and Training in Agricultural Banking (CICTAB).

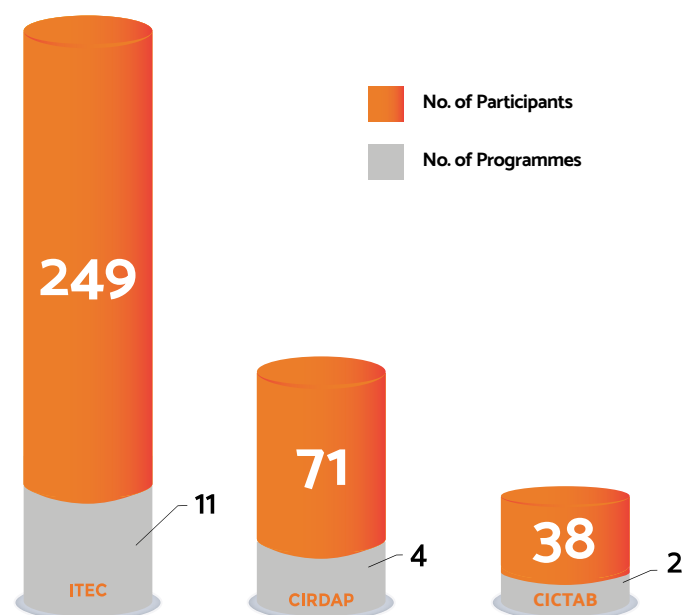
During 2019-20, 17 International programmes were organised and 358 participants from developing countries attended the programmes. The participants were mainly from Asian, African and Latin American countries such as Afghanistan, Bangladesh, Egypt, Ethiopia, Iran, Ghana, Nepal, Myanmar, Mauritius, Malaysia, Sudan, Sri Lanka, Tanzania, Yemen, South Africa, Nigeria, Vietnam, Zimbabwe, etc. The details of the country-wise participation are given in Table 4

2.1.5 Regional Off-Campus Training Programmes

In order to meet the State-specific requirements in the field of rural development and panchayati raj and to build the capacities of the faculty members of SIRDs & ETCs, 534 off-campus programmes were organised by NIRDPR and its regional centres. Besides, with a view to facilitating capacity building of functionaries at the cutting-edge level, 934 networking programmes through these institutions were also held. The details of State-wise SIRD training programmes for the year are given in the Table 3.

2.1.6 International Programmes

The Institute has been making concerted efforts to share Indian experience with other developing countries by organising international training programmes on different themes of rural development. These programmes are conducted under the Indian Technical and Economic Cooperation (ITEC) fellowship schemes of Ministry of



Graph 5: Details of International training programmes

Table 3: Details of State-wise SIRDPR Training Programmes for 2019-20

S. No.	State	SIRD	2019 - 20	
			Programmes	Participants
1	Andhra Pradesh*	APSIRD	110	2905
2	Arunachal Pradesh	SIRD, Itanagar	64	7241
3	Assam*	SIRDPR, Guwahati	8410	427786
4	Bihar	BIPA&RD, Patna	9	642
5	Chhattisgarh*	TPIP&RD, Raipur	3914	139315
6	Goa	GIRDA, Panaji	235	6633
7	Gujarat*	SIRD, Ahmedabad	344	22442
8	Haryana	HIRD, Nilokheri	1812	74431
9	Himachal Pradesh	HIPA, Shimla	102	2388
10	J&K	IMPA &RD Srinagar	41	1646
11	Jharkhand	SIRD, Ranchi	1163	45649
12	Karnataka*	ANS-SIRDPR, Mysore	115	462243
13	Kerala	KILA, Kottarakara	962	214843
14	Madhya Pradesh	MG-SIRDPR, Jabalpur	3641	177234
15	Maharashtra*	YASHADA, Pune	714	22097
16	Manipur	SIRDPR, Imphal	9	270
17	Meghalaya	SIRD, Nongsder	196	5831
18	Mizoram	SIRDPR, Aizwal	232	7983
19	Nagaland	SIRD, Kohima	181	6471
20	Odisha*	SIRDPR, Bhubanewar	1632	69676
21	Punjab*	SIRDPR, Mohalli	1049	44095
22	Rajasthan	IGPRS&GVS, Jaipur	49	2487
23	Sikkim	SIRDPR, Karfector	107	7714
24	Tamilnadu*	SIRDPR, Marimalainagar	3321	171856
25	Telangana*	TSIPARD, Hyd	798	35517
26	Tripura	SIPA&RD, Adartala	358	10998
27	Uttar Pradesh	SIRD, Bakshi-ka-talab	3158	119951
28	Uttarakhand	UIRD&PR, Rudrapur	140	5691
29	West Bengal*	BRAIP&RD, Kalyani	398	10505
Total			33,164	21,06,540

* These includes training programmes organised for capacity building of PRI functionaries through ETCs outreach programmes and SATCOM mode.

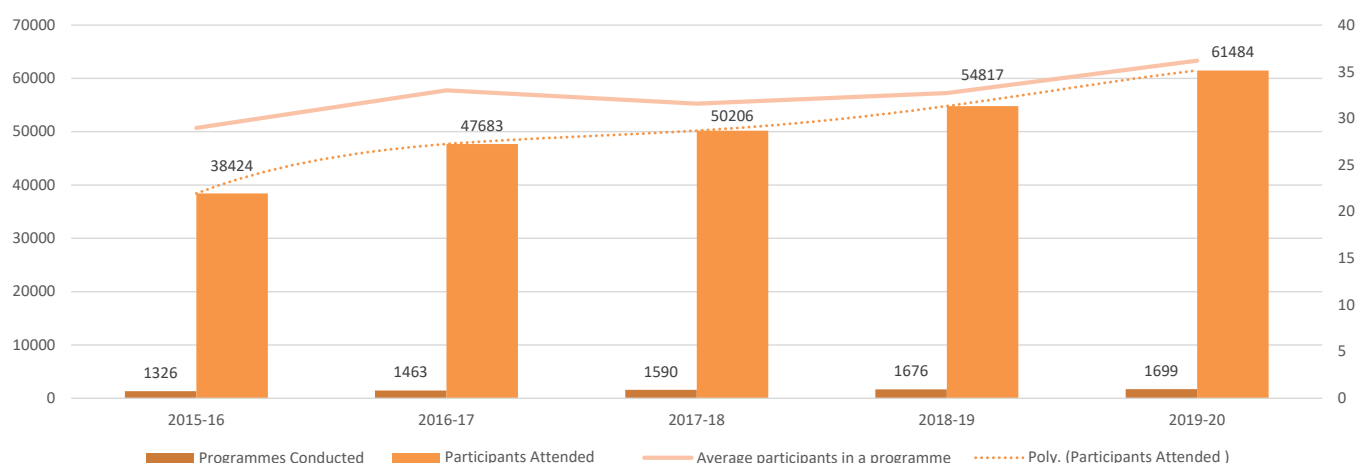
Table 4: Details of Country-wise Participation in Interantional Training Programmes for 2019-20

S. No.	Countries	Country-wise participants	S. No.	Countries	Country-wise participants
1	Afghanistan	13	32	Malawi	4
2	Algeria	6	33	Malaysia	2
3	Argentina	1	34	Mauritius	15
4	Azerbaijan	1	35	Maynmar	3
5	Bangladesh	15	36	Morocco	1
6	Bhutan	4	37	Nairobi	1
7	Bolivia	1	38	Namibia	5
8	Botswana	2	39	Nepal	38
9	Burundi	1	40	Niger	4
10	Cameroon	1	41	Nigeria	10
11	Costa Rica	1	42	Oman	2
12	Dohuk	1	43	Palestine	4
13	Dominican Republic	2	44	Peru	2
14	Dr Of Congo	3	45	Philippines	3
15	East Africa	1	46	Seychelles	4
16	Ecuador	2	47	Sierra Leone	1
17	Egypt	7	48	South Sudan	8
18	Ethiopia	12	49	Sri Lanka	37
19	Fiji	6	50	Sudan	7
20	Gaya	1	52	Syria	1
21	Ghana	1	53	Tajikistan	5
22	Guatemala	1	54	Tanzania	9
23	Guyana	1	55	Thailand	2
24	Honduras	2	56	Tunisia	4
25	Indonesia	25	57	Uganda	1
26	Iran	15	57	Uruguay	1
27	Iraq	8	58	Uzbekistan	4
28	Jamaica	1	59	Venezuela	1
29	Jordan	1	60	Vietnam	9
30	Kenya	12	61	Zambia	7
31	Lao Pdr	5	62	Zimbabwe	8
Total participation					356

2.1.7 Training Performance Over the Years

The training performance during the last five years starting from 2015-16 is depicted in the graph given below. The performance has consistently improved over the years and there is 28 per cent increase in the number of training programmes and 60 per cent increase in the number of trainees during 2019-20 compared to 2015-16.

In comparison to the previous year (2018-19), the increase in terms of trainees accounts to around 12 per cent during 2019-20.



Graph 6: Comparative Analysis of Programmes Conducted and Participation in the Last Five Years

The increase is mainly on account of the increased focus on training on flagship programmes, especially MGNREGS, DAY-NRLM and DDU-GKY.

Table 5: School-wise Performance: 2019-20

S. No.	Schools	No. of Programmes
1	School of Development Studies and Social Justice	41
2	School of Rural Livelihoods	495
3	School of Sustainable Development	15
4	School of Public Policy and Good Governance	29
5	School of Local Governance	107
6	School of Science, Technology and Knowledge System	230
7	Professional Support Centres	17
8	School of Accountability and Transparency	12
9	NERC	103
10	Networking	650

2.1.8 Training Performance - School-wise

The breakup of training programmes of different schools/centers/ resources cells of the institute is given below:

2.1.9 Training Feedback

The performance of training programmes is assessed through e-evaluation on a five-point scale with reference to components such as training design, content, training methods, training materials, speakers' effectiveness, boarding & lodging facilities, library facilities, etc. The performance is measured & assessed to take necessary steps to improve the training programmes. The overall average score for the feedback of the training programmes during 2019-20 was 85 per cent.

62nd GENERAL COUNCIL MEETING OF NATIONAL INSTITUTE OF RURAL DEVELOPMENT AND PANCHAYATI RAJ

FEBRUARY 17, 2020



2.2 New Initiatives

2.2.1 Launch of e-Learning Portal - Gram Swaraj

The e-learning portal-Gram Swaraj was launched on 17th February, 2020 by Shri Narendra Singh Tomar, Hon'ble Union Minister for Rural Development, Panchayati Raj and Agriculture & Farmers' Welfare, Government of India. The Gram Swaraj portal is an important initiative of the Institute to allow the learners to access online courses of NIRDPR on subjects related to Panchayati Raj, Skill Development, Livelihoods, Social Audit, etc., anywhere, anytime, at their convenience. The platform also provides an opportunity to the users to connect virtually and attend selected training programme and workshops being organised by NIRDPR.

2.2.2 Training and Placing of First Batch of Trainees under Skill Deed

Skill Deed is an initiative of NIRDPR, Jharkhand State Livelihood Promotion Society (JSLPS) and a team of Project Implementing Partners of DDU-GKY in Jharkhand. Skill Deed is a programme to select and train candidates for a job in

skill development, transform them into skill development professionals and provide opportunities for placement in the DDU-GKY skill ecosystem.

After a formal launch of the initiative by Shri Raghubar Das, the then Hon'ble Chief Minister of Jharkhand in presence of NIRDPR, JSLPS and Training Partners on 8th October 2018, Skill Deed successfully trained and placed the trainees of Batch -1 at various training centres of in Jharkhand and outside the State in the year 2019. After undergoing eight weeks of intensive training and completing the training, the trainees received the Skill Deed Course Completion Certificate from Shri Charanjit Singh, Joint Secretary (Skills), MoRD.

2.2.3 NIRDPR as Resource Support Agency for FPOs of NABARD

The Institute is empanelled by NABARD Andhra Pradesh Regional office as a Resource Supporting Agency (RSA) to promote sustainable FPOs.

The Institute, through its Centre for Agrarian Studies, has been hand-holding 87 FPOs in Andhra Pradesh through 27 Producer Organisation Promoting Institutions (POPI). Apart from conducting regular training programmes for the Board of Directors and CEOs of FPOs, the Institute has also been involved in the preparation of an authentic baseline survey and business plan of FPOs through ODK, institutional linkages for value-addition, facilitating the market linkages and price information through information technology and also hand-holding the FPOs on standard bookkeeping. During 2019-20, around 263 training days were completed for CEOs and 1,074 training days were completed for Board of Directors.



Trainees receiving Course Completion Certificate from Shri Charanjit Singh, Joint Secretary, MoRD

2.2.4 'Climate Smart Agricultural' Techniques implemented in Bihar and Madhya Pradesh

The Sustainable Livelihoods and Adaptation to Climate Change Project (SLACC) brings in the climate change lens into the NRLM for strengthening community-based climate planning and adaptation measures into the sustainable livelihood programme. The SLACC programme was implemented in Bihar and Madhya Pradesh during 2014-2019. The Institute in its capacity as the lead technical support agency for SLACC Project has successfully implemented the capacity building activities in the two pilot States in India, viz. Madhya Pradesh and Bihar. Based on these learnings, NIRDPR has taken up capacity building initiatives in other six States of India; selected on the basis of their high vulnerability to climate change. These six States selected are Andhra Pradesh, Tamil Nadu, Maharashtra, Uttar Pradesh, Punjab and Chhattisgarh.

A village level planning and decision-making tool 'Climate Change Adaptation Plan (CCAP)' has been developed to capture the different types and degrees of vulnerabilities across communities which will help in identifying and addressing climate change concerns. Cadres of MP and Bihar SRLMs were trained and CCAP was conducted in all the 793 villages of SLACC. Weather Based Agro Advisory Services (WBAAS) to assist in micro-planning for the cultivable area, with available natural resources and human labour for securing the livelihoods of marginal farmers in drought and flood-prone area, has also been developed. WBAAS services have enabled nearly 16-19 per cent increase in yield, saved crops to a large extent and are in high demand from non-beneficiaries. The input cost has also been minimised by around 33 per cent on major crops like paddy, wheat, moong/urad, turmeric and vegetables.

A 12-week online course on Sustainable Livelihoods and Adaptation to Climate Change was initiated for CRPs, Mission Staff, SRLMs and NGOs through the Institute's e-learning portal- Gram Swaraj. A curriculum on SLACC has also been developed to be used as an optional course in the syllabus of the two-year Post Graduate Diploma in Rural Management (PGDRM) course at NIRDPR.



Inaugural session of the training programme on Sustainable Livelihoods & Adaptation to Climate Change

A total of nine videos were developed for dissemination of the interventions in SLACC project. The films with a duration of 9-12 minutes are on different themes, viz. Introduction about Climate Change, Its impacts on Agriculture & Introduction to SLACC Project (10 Min), Climate Change Adaptation Plan (9.30 Min), Soil Health Management, Organic Farming & Seed Treatment (10 Min), Livestock and Fodder Development, Small Ruminants and Poultry Management (11 Min), Alternative Livelihoods (Kitchen Garden, Mushroom and Beekeeping (10.45 Min), Agroforestry, Wadi and Bund Plantation (9.00 Min), Custom Hiring Centres (9.05 Min), Weather Based Agro Advisories (11.50 Min) and Community and Solar Pump based Irrigation (7.40 Min).

2.2.5 NIRDPR joins hands with UNDP in bringing out Biz Sakhi modules

The Institute has signed a Memorandum of Understanding with UNDP. As part of this MoU, NIRDPR and UNDP (under its Project Disha) in partnership with the National Institute for Entrepreneurship and Small Business Development under Ministry of Skill Development and Entrepreneurship and Tata Institute of Social Science, Mumbai developed syllabus, curriculum and detailed training materials for training and certifying 'Business Sakhis' (Biz Sakhis)- a cadre of community mentors from the local population.



Dr. W. R. Reddy, DG, NIRDPR along with Ms. Nadia Rasheed, Deputy Country Representative, UNDP during signing of MoU

The Biz Sakhis would encourage women from their local community towards entrepreneurial activities and handhold them in terms of technical inputs on business and psychosocial support. Also, under this initiative, a training programme titled 'Biz-Sakhi Master Trainers Development Programme' was conducted to create a pool of master trainers for the Biz Sakhis programme.

Detailed training materials in four volumes (Biz-Sakhis: Community Based Mentors for Women Entrepreneurship Promotion and Empowerment) is available on the NIRDPR's website.



Shri G. Kishan Reddy, Hon'ble Minister of State for Home Affairs, addressing the gathering during the inaugural session of State Election Commissioners' Conclave

2.3 Other Initiatives

2.3.1 State Election Commissioners' (SEC) Conclave

Considering that 25 years have elapsed since promulgation of 73rd and 74th amendments to the Constitution, and to understand the functioning and challenges faced by SECs in conducting timely and free elections to local bodies, the conclave was jointly organised by NIRDPR and State Election Commission of Telangana, Hyderabad. The conclave was inaugurated by Shri G. Kishan Reddy, Hon'ble Minister of State for Home Affairs, Govt. of India. State Election Commissioners from 22 States participated in the deliberations.

The broad themes of the State Election Commissioners' Conclave were- holding local body elections as per schedule – challenges & opportunities, holding local body elections freely, fairly and transparently – relevant methods and interventions, outreach and data sharing by the SECs with other stakeholders for promoting research, training and capacity building and good elections as a prerequisite for the effective functioning of local bodies. The conclave had a series of panel discussions to offer adequate opportunity for all the States to express their views.

Shri R. Parasuram, IAS (Retd.), former SEC, Madhya Pradesh, Mr. P. N. Sreenivasachary, IAS (Retd.), former SEC, Karnataka, Mr. Varesn Sinha, IAS (Retd.) former SEC, Gujarat, Mr. J. S. Saharia, IAS (Retd.), former SEC, Maharashtra, Mr. S. M. Vijayanand, IAS (Retd.), former Secretary, MoPR,

Mr. M. N. Roy, IAS (Retd.), President, SIGMA Foundation, Dr. S. S. Meenakshisundaram, IAS (Retd.), Chairman, MYRADA, etc., were a few resource persons who participated in the conclave.

2.3.2 Technical Committee Meeting of CIRDAP

The 34th meeting of Technical Committee (TC) of CIRDAP was hosted by India at NIRDPR during 25th-28th June, 2019. As part of the meeting, a symposium on 'Climate Change Mitigation in CIRDAP Member Countries' was organised. Fourteen member countries of the CIRDAP participated in the Symposium and TC meeting. The theme of the meeting was 'Climate Change Mitigation in CIRDAP Member Countries.' The meeting aimed to discuss the measures that can help in reducing the global climatic variability and change to create an ecosystem for the all-round development of rural communities across the Member Countries. A total of 20 agenda items were discussed in the meeting which include Action Plan for CIRDAP, review of organisational structure, implementation of Governing Council decisions, revision of operation manual of programme activities, draft CIRDAP Resource Mobilisation plan, draft CIRDAP communication strategy, selection of thematic topic for Rural Development Report (RDR) 2021, etc.

On 4th March, 2020, the first ever virtual meeting took place amongst CIRDAP member countries with the Technical Committee to further discuss the specific agenda items. The Chairperson, DG, NIRDPR with the CIRDAP Secretariat were available from NIRDPR whilst the TC members remain in their own countries and converged digitally.



2.3.3 Workshop for Non-official Members of NIRDPR General Council

The General Council (GC) is the supreme governing body of the Institute which consists of 72 members, including official and non-official members. The GC meets at least once every year and guides the functioning of the Institute to enable sustainable rural development through training and capacity building, research, policy advocacy and transfer of technology.

A two-day workshop for the non-official members of GC was organised to get first-hand knowledge of facilities and activities of NIRDPR and obtain suggestions from the members for improving the outcomes of the Institute. In addition, the workshop intended to provide an opportunity for the NIRDPR faculty to learn from the experience of the GC Members.

2.3.4 Training Programme on Management Development Programme (MDP) on Rural Development Leadership

The Institute since 2017-18 is imparting training to young civil servants to help them in addressing various social sector issues prevailing in the districts through its Management Development Programme on Rural Development Leadership. The programme offers unique opportunity to officers to connect with various supportive institutions like NIRDPR and similar agencies to initiate quick studies for formulating innovative scheme to address local-specific problems.

During the year 2019-20, the MDP programme was attended by Assistant Commissioner, Director of Panchayat, Commissioner, Sub-Divisional Officer, Director, Deputy CEO, Assistant District Commissioner, and Senior District Magistrate from six States. This programme was appreciated by the participants in all respects of course content, training methods, selection of topics, field visits, identification of eminent resource persons, etc.

2.3.5 Hands-on Assistance to J&K to Undertake Induction Training of Newly-elected Sarpanches and Panches of Gram Panchayats

With the completion of Panchayat Elections in Jammu and Kashmir from December 2018- February 2019, about 40,000 Halqa Panchayat Sarpanches and Panches were elected all over the UT of J&K. An induction training of elected representatives (ERs) with three days of training module for Panches and five days for Sarpanches were organised by NIRDPR. The certification of MRPs programme was completed for 14 batches. Out of the 618 MRPs attended the programme, 381 were qualified and were certified as A & B category. These MRPs, in turn, conducted the induction training for all the ERs at Block/ sub-Block level as per the action plan chalked out by J&K administration.

For the induction training, NIRDPR developed 16 State-specific training modules covering four thematic areas, viz. Panchayat Governance, Panchayat Management, Development Programmes and leadership. The UT has adopted this content for use in the field training after getting it customised and translated into Urdu language.

Successful Sarpanches from different Gram Panchayats of Madhya Pradesh, Maharashtra, Jharkhand, Haryana and Uttar Pradesh were identified and deputed to J&K while the induction training was in progress. These Sarpanches interacted with the newly elected ERs and shared their best practices on Panchayat Governance and Gram Panchayat Development Plan. Further, Beacon Panchayat leaders from Uttar Pradesh were also identified to orient the Sarpanches of J&K on Panchayati Raj governance and Gram Panchayat planning. This has orientated the ERs of J&K on PR function and motivated to perform better.

A video documentary is also prepared as part of disseminating the achievements for the successful completion of the induction training programme with NIRDPR's support. The documentary is available in the public domain on NIRDPR YouTube channel.

2.3.6 Training-cum-Exposure Visits of Elected Representatives from Uttarakhand at NIRDPR

As part of the effort of the Institute to encourage the States/ SIRDs to equip the elected representatives of PRIs for their effective functioning, NIRDPR supported the Uttarakhand government in training 450 elected representatives, including nodal officers from different blocks, in 11 batches during 22nd April, 2019 to 16th May, 2019.

2.3.7 Certificate Course on Climate Change Adaptation Practices for Sustainable Livelihoods

The Institute along with Rural Livelihoods division of MoRD developed a first-of-its-kind certificate programme to train the Community Resource Persons (CRPs) and mission staff on climate-resilient practices. The course aims to reduce the farming cost, improve yield and income, profitability, empower women and generate employment. The training modules were developed in-house along with the support of experts from CRIDA-Central Institute of Dryland Agriculture, Hyderabad, and National Academy of Agricultural Research Management (NAARM). The Institute builds the capacity of 200 CRPs as master trainers in the States of Madhya Pradesh and Bihar by conducting training programmes in eight batches (15 days each).

2.3.8 Capacity Building and Training of Elected Women Representatives (EWRs) in Panchayati Raj Institutions of Manipur

In order to enhance the capacities of the EWRs, NIRDPR in collaboration with the National Commission for Women implemented capacity building and training programme in the State of Manipur covering four districts-Imphal East,

Imphal West, Bishnupur and Thoubal. The programme which started in the year 2018-19 and ended in November 2019, aimed to adopt 'saturation mode' approach covering 880 EWRs from the two-tiers of PRIs of the four districts.

While the first phase involved generating a pool of Master Trainers, the on-site training and handholding for six days were done in the second phase. The basic content of the training included exclusive sessions on legal provisions for women, dispute resolution, negotiation and advocacy skills, asset creation and public works. Overall, 91 per cent of the EWRs completed the training.

The training initiative of NIRDPR, Hyderabad was the first-of-its-kind in Manipur immediately after the Panchayat elections. The EWRs revealed that training motivated them to lead the process of change in the Panchayats, strengthening the existing collectives and networking with them at different levels. It also helped the EWRs in developing leadership qualities.

2.3.9 Capacity Building and Handholding of Panchayati Raj Institutions for Effective Formulation of Gram Panchayat Development Plan in Union Territories

The Institute in association with Ministry of Panchayati Raj, Government of India under capacity building component of RGSA conducted training of elected representatives and functionaries of Panchayati Raj Institutions, officials of line departments, Nodal Officers and Master Trainers of Union Territories (UTs) for effective formulation of Gram Panchayat Development Plan (GPDP). The training programmes covering around 300 participants in the UTs of Dadra and Nagar Haveli, Puducherry, Andaman and Nicobar Islands, Lakshadweep and Daman & Diu were conducted in two phases: a) Orientation level Training and b) Handholding training covering around 300 participants.

During these capacity building and training programmes, elected representatives and functionaries of Panchayati Raj Institutions were trained on the activities to be undertaken for the formulation of GPDP like awareness creation, Mission Antyodaya data collection, situation analysis, preparation of development status report, conducting Gram Sabha and awareness on 11 PES Applications. The training programmes also focussed on involving marginalised sections of the society in the planning process, uploading approved GPDP on Plan Plus software, building social capital and integrating Sustainable Development Goals with GPDP.

Ms. Rekha Sharma, Chairperson, NCW felicitating Shri N. Biren Singh, Hon'ble Chief Minister of Manipur during the inaugural session of Capacity Building programme





Shri Rajesh Bhushan, Secretary (MoRD) addressing the audience. Also seen (left to right) are Shri Sunil Kumar, Secretary, MoPR and Dr. W. R. Reddy, IAS, Director General, NIRDPR

2.4 Networking with State Institutes of Rural Development and Extension Training Centres

The major functions of NIRDPR in relation to networking with SIRDPRs and ETCs are:

- (a) Convening Annual Colloquium of SIRDPRs and ETCs, and
 - (b) Conducting Regional Workshops of SIRDPRs & ETCs.
- While the Colloquium facilitates deliberation of broader institutional issues and overview of SIRDPR activities, the regional workshops serve as a platform for detailed interaction and networking between NIRDPR, SIRDPRs and ETCs.

The Ministry of Rural Development (MoRD) under the Central Scheme of 'Management Support to RD Programmes & Strengthening of District Planning System' extends financial support for non-recurring and recurring items to SIRDs and ETCs.

100 per cent central assistance is provided to SIRDPRs and ETCs for non-recurring expenditure for strengthening infrastructure including campus development works, procurement of teaching aids, office equipments, furniture and fixtures. Besides, MoRD also provides 50 per cent of the recurring expenditure to the SIRDPRs in non-North-Eastern States, 90 per cent of the recurring expenditure to the SIRDPRs in North-Eastern States and three Himalayan States (J&K, HP and Uttarakhand). In addition, 100 per cent reimbursement of expenditure on the salaries of seven core faculty members is provided to all SIRDPRs on a year-on-

year basis. In the case of ETCs, a maximum Central assistance of Rs. 20 lakhs per ETC per annum for recurring expenditure is provided for capacity building of RD&PR functionaries and PRI members.

The Institute has been mandated to channelise the funding support to SIRDs and ETCs by way of scrutinising the proposals and making SIRD-ETC specific recommendations to MoRD to consider sanction of funding support under the scheme. As part of the scrutiny of proposals, the Institute approaches institutions in terms of existing infrastructure, faculty position and training performance with special reference to flagship programmes for rural development and panchayati raj.

Some of the initiatives of the Institute for better networking with SIRDs and ETCs are:

2.4.1 Faculty Development Programme

As part of the Faculty Development Programme (FDP), NIRDPR is constantly engaged in developing the competency level of faculty of SIRDs and its own faculty through FDPs. As a part of this, NIRDPR sponsored the programme on Heart of Effective Leadership at the Initiatives of Change (IofC), Panchgani for the faculty of NIRDPR, SIRDs and ETCs to bring attitudinal change among them.

2.4.2 NIRDPR-State Link Officers Scheme

The scheme is in vogue for the last few years. Under the scheme, the NIRDPR faculty members are designated as State Link Officers (SLOs) to assist the States and SIRDs in the context of imparting training to RD&PR functionaries. The scheme has been revised with a new set of guidelines to cover other fraternity of sub-State level RD training institutions, viz. Extension Training Centres (ETCs)/Regional Institute of Rural Developments (RIRDs), Panchayati Raj Training Centres (PRTC) and District Institute of Rural Developments (DIRDs), etc., which are working in different States. The SLOs have been providing academic support to the State governments, SIRDs, ETCs and other Rural Development Training Institutions in the areas of training, research and action research.

2.4.3 Training Performance of SIRDs and ETCs

The 'network' of NIRDPR-SIRDPRs-ETCs has increased the spectrum of training activities both in terms of increase in the number of programmes organised and the coverage of clientele groups. With the launching of flagship programmes by MoRD and other Centrally sponsored development schemes, the Institute conducts various trainings on these initiatives for SIRDs and ETCs along with specific programmes based on the needs and requests from the States. In the year 2019-2020, a total of 33,164 training programmes were organised for different SIRDs/ETCs.

2.4.4 National Colloquium of SIRDs and ETCs

The Institute, in its endeavour for better coordination & networking with SIRDs & ETCs, organised the National Colloquium of Secretaries of Department of RD and PR and Heads of SIRDPRs in February 2020. Shri Sunil Kumar, Secretary, MoPR, Shri Rajesh Bhushan, Secretary, MoRD, Ms. Juthika Patankar, Additional Secretary, MoSDE, Shri Alok Prem Nagar, Joint Secretary (MoPR), senior officials of MoPR and MoRD, State Secretaries of RD&PR, senior Central and State government officials, Heads of SIRDPRs, representatives of NGOs and faculty of SIRDPRs and NIRDPR participated in the Colloquium.

Five working groups comprising the Heads, faculty and representatives of SIRDPRs were formed to discuss issues concerning training institutions with regard to training and research activities and strengthening PRIs along with the preparation of Model GPDP in a cluster of Panchayats. The issues covered under major themes include Developing a framework for Panchayati Raj statistics: present status and

way forward, Administrative issues and augmenting support from Ministries and State Government, Scaling-up of quality training and capacity building to reach out all stakeholders: best practices and way forward, Training Need Analysis (TNA): present status and future steps, and Model Cluster GPDP: approaches and Structures. The groups reviewed the policies, administration and qualitative issues concerning training and capacity building of elected representatives (ERs) and gave recommendations for action.

Shri Rajesh Bhushan, Secretary, MoRD, addressing the gathering during the inaugural of National Colloquium of SIRDs & ETCs





2.5 Collaborative Initiative between NIRDPR and UNICEF

The Communication Resource Unit (CRU) is a collaborative initiative of NIRDPR and UNICEF to cater to the Social and Behaviour Change Communication (SBCC) needs of various government departments in the States of Andhra Pradesh, Karnataka and Telangana. CRU has been trying to cater to the communication needs of different government department through consultations, technical support, capacity building and IEC material, etc. The CRU, in the last few years, has made efforts to establish itself in three States of Andhra Pradesh, Telangana and Karnataka and demonstrated management of strategic communication in various developmental programmes.

The following activities were carried out in the year 2019-20:

a. Writeshop for Developing Action Plan for Involvement of Panchayati Raj Institutions and Self-Help Groups in Jan Andolan for POSHAN Abhiyaan

The writeshop with 19 participants representing Ministry of Women and Child Development, National Rural Livelihood Mission, NITI Aayog, Department of Women and Child Development - Telangana, SIRD - Telangana, Andhra Pradesh Mahila Abhivruddhi Society and UNICEF Raipur and Hyderabad offices deliberated upon the opportunities, limitations, challenges and solutions for the involvement of PRIs and SHGs in a systematic manner.

Based on the inputs from the writeshop, a detailed proposal and plan of action was submitted to NITI Aayog involving training 5,06,224 PRI members from the States in a cascading manner.

b. District-specific SBCC Planning and Implementation for ODF Sustainability in Telangana, Andhra Pradesh and Karnataka

A two-day workshop on developing district-specific SBCC planning and implementation for ODF sustainability for 10 districts of Telangana and five districts each in Andhra Pradesh and Karnataka was organised to enhance knowledge on social mobilisation process, use of social media, developing costed SBCC micro plan for monitoring ODF sustainability in the districts. The workshop was conducted in four batches and was attended by district officials from line departments like PR&RD, ICDS, Education, Health and SERP from 20 districts. The participants were briefed on the tools and techniques on campaign media planning and were encouraged to develop the Gram Panchayat, mandal and district level costed SBCC micro plans based on the district-specific data to make it more scientific along with the district's priorities.

c. Convergence Meeting on POSHAN Abhiyaan Implementation in Telangana: 'Make Telangana Malnutrition-Free'

A high-level convergence meeting was organised with key line departments to augment the efforts to achieve nutritional outcomes in the State of Telangana. This meeting was attended by Secretaries and Head of the Departments and officials of Women and Child Development, Rural Development, Panchayati Raj, Health, Education, Tribal Welfare, SERP and UNICEF. The participants deliberated on the convergent actions required by the line departments, programmes and schemes to achieve the POSHAN Abhiyaan target set for 2022.

d. Collaboration with NITI Aayog - Engagement of PRIs to Improve nutritional Outcomes under POSHAN Abhiyaan

The Institute in collaboration with NITI Aayog and UNICEF designed a programme to build the capacities of PRI members in 25 aspirational districts of seven States under NITI Aayog. The programme focused on engaging PRI members as community influencers to enhance participation and promote the practice of nutritional behaviours (both nutrition-specific and nutrition-sensitive) among the households in the village. All the participants were oriented on key messages to be promoted to make PRI members as agents of change at the village level for POSHAN behaviour. At the end of the ToT, a detailed rollout plan was developed to take up training of district resource people at the State level. This was taken up with the funding support of TATA Trust.

e. Study to Evaluate Anganwadi Teachers using Intintiki Anganwadi (IIAW) Counselling Book

As part of the technical assistance to WCD Telangana, the Institute carried out a study to evaluate the quality of Interpersonal Communication (IPC) and counselling sessions by anganwadi teachers using Intintiki Anganwadi (IIAW) counselling book. The study covered 10 ICDS projects and 30 anganwadi centres in five districts, i.e. Bhupalpally, Asifabad, Khammam, Wanaparthy and Hyderabad of Telangana State.

The study majorly assessed the skills of anganwadi teachers in planning home visits and conducting the IPC sessions and support extended by supervisors to anganwadi teachers in planning home visits and building their capacities to use the IIAW counselling book effectively. The study also assessed the skills of anganwadi teachers in bringing behaviour change among beneficiaries/families.



f. Online Training of Master Trainers in Prevention of COVID-19

In the challenging times of crisis due to COVID-19, the Institute and UNICEF closely collaborated with the State governments of Telangana, Andhra Pradesh and Karnataka, and developed a risk communication plan to build the capacities of PRIs, SHGs, NSS and Community Radio Stations (CRS) in preventing the spread of coronavirus in their groups and village communities.

Online training programmes through Zoom application were organised for different functionaries from Rural Development and Society of Elimination of Rural Poverty (SERP), Mission for Elimination of Poverty in Municipal Areas (MEPMA), NSS, Health and Community Radio stations working in three States to promote key behaviours to be practised to prevent the spread of coronavirus. A total of 15 such batches were organised and 2,944 master trainers were trained as on 31st March 2020.

RESEARCH & CONSULTANCY

Understanding the changing rural socio-economic scenario with a focus on rural development flagship programmes

Identifying major constraints in the implementation of rural development programmes

Suggesting suitable policy and programme interventions for improving the overall performance of rural development programmes

Developing course material for training programmes based on the research outcomes



Research is one of the principal activities of NIRDPR to understand the emerging rural development issues arising from time to time and also learn from the practices in rural development. The research activities undertaken by the Institute also helps in creating a database of rural development interventions and the detailed analysis of the data is useful for policy alternatives.

3.1 Categories of Research

Keeping in view the qualitative and quantitative issues to be addressed, the research activities are defined into broad categories of Research Studies, Case Studies, Collaborative Studies, Action Research & Village Adoptions and Consultancy Studies.

The research activities are undertaken on macro-level issues by the faculty members of the Institute. The action research is taken up to test the feasibility of research studies and assess the outcomes of policy recommendations. The case studies focus on successful rural development practices having specific training value and scope for replication. The collaborative studies are



Demonstration on participatory techniques during action research project

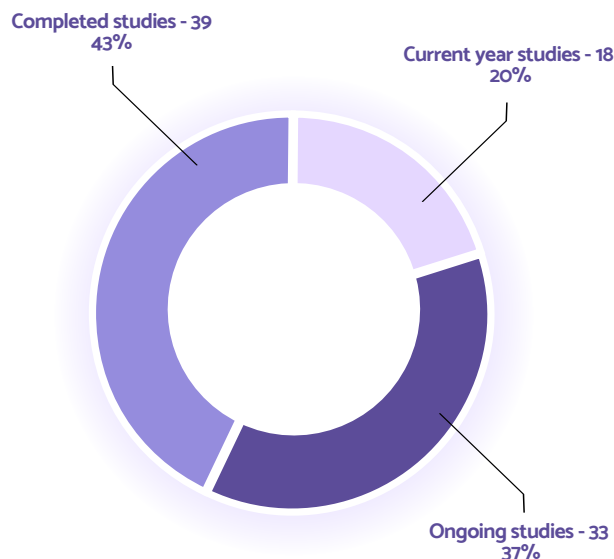
undertaken by faculty members along with SIRDPRs/ETCs, national institutions and NGOs, etc. Action research takes the researchers much closer to the problems at the grassroot level while promoting rural development endeavours.

The Institute, to demonstrate the application of models and implementation mechanisms based on research and action research, initiated the Village Adoption Scheme in the year 2012-13. This is a continuous and ongoing process aimed at promoting the capacities of faculty members to facilitate effective implementation of poverty alleviation and rural development programmes.

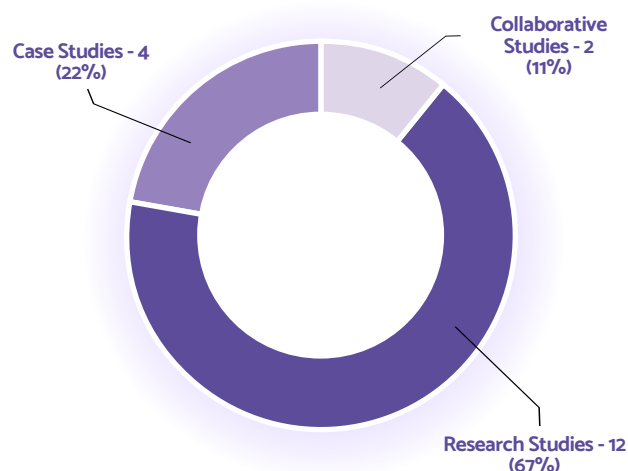
Various consultancy studies are also taken by the Institute, given the expertise of the faculty members and responsibility entrusted by various Ministries of Government of India and State Governments, Corporate Sector Organisations, etc.

3.2 Research Studies Conducted in 2019-20

About 90 research studies (including 73 ongoing proposals of previous years) were carried out in 2019-20 under different categories, viz. Research Studies, Case Studies and Collaborative Studies. The details of the studies are given in Annexure-III.



Graph 7 : Status of Research Studies in 2019-20

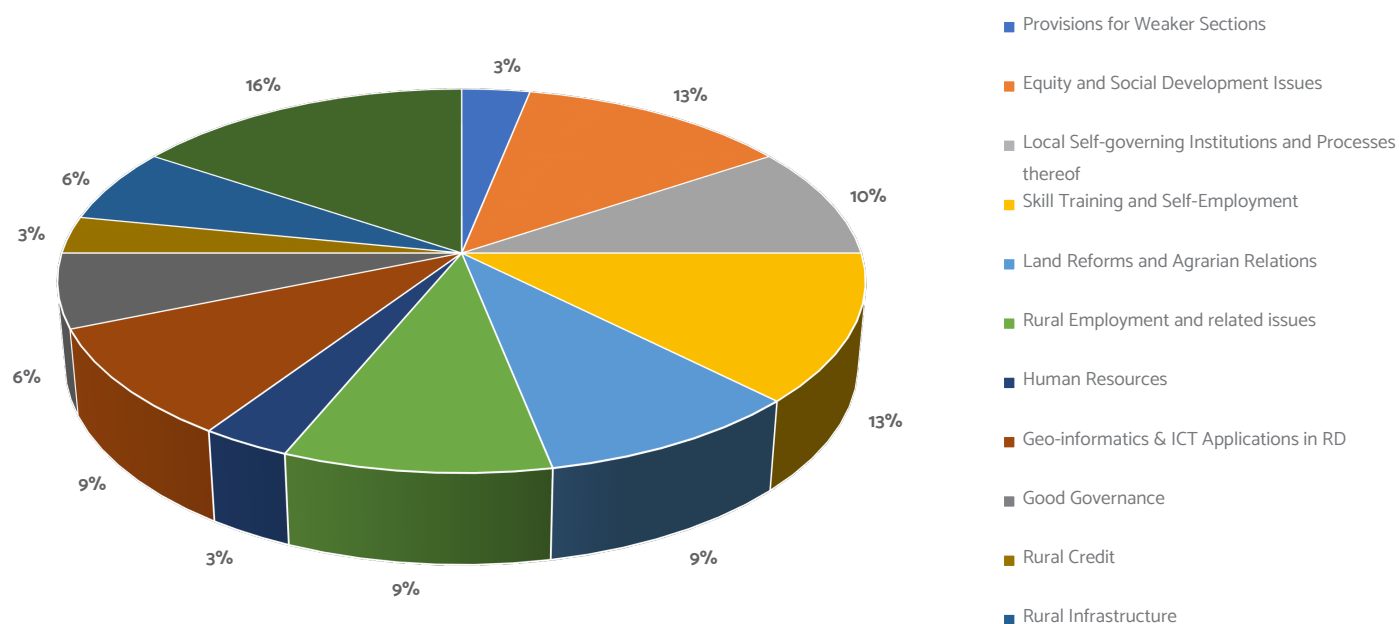


Graph 8 : Categories of New Research Studies taken-up in 2019-20

During 2019-20, 39 research studies were completed as detailed in Annexure-IV. These studies were carried out in Andaman & Nicobar Islands and 23 States, namely, Andhra Pradesh, Assam, Bihar, Chhattisgarh, Gujarat, Himachal Pradesh, Haryana, Jharkhand, Karnataka, Kerala, Maharashtra, Mizoram, Meghalaya, Madhya Pradesh, Odisha, Punjab, Rajasthan, Sikkim, Tamil Nadu, Telangana, Tripura, Uttar Pradesh and West Bengal. Two studies were also taken up on pan-India basis.

Since the duration of research studies spills over the financial year, the studies completed during the year under reference consist of those initiated during the previous years as well as some taken up in the current year. As per the time frame, 33 studies are still underway and the details are presented in Annexure-V.

3.2.1 Research Themes and Focus Areas



Graph 9: Theme-wise Research Studies taken-up in 2019-20

3.2.2 Research Studies

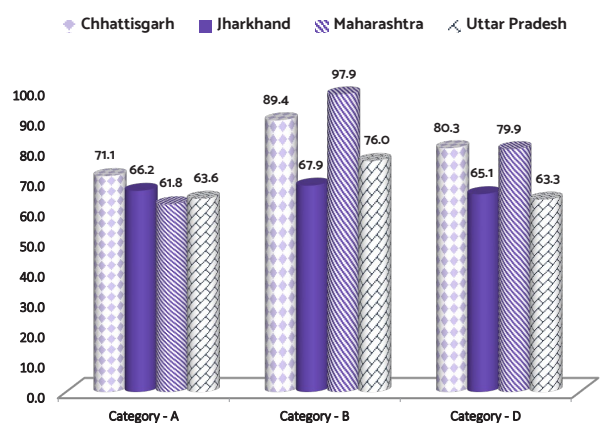
a. *Re-looking into Micro-irrigation Models and Macro Issues for Upscaling in India - Dr. Krishna Reddy, Dr. Shrikant V. Mukate, Dr. Ravindra S. Gavali and Dr. V. Suresh Babu*

In 2015, Pradhan Mantri Krishi Sinchayee Yojana (PMKSY) was launched by the Government of India to promote micro-irrigation throughout the country. To relook into the micro-irrigation implementation models of different States, the study was undertaken to suggest an alternative up-scaling approach. The study covered five States, viz. Gujarat, Rajasthan, Uttar Pradesh, Madhya Pradesh and Telangana. The primary and secondary data was collected through questionnaire from different stakeholders (farmers, departments, extension specialists, dealers, researchers and manufactures) engaged in micro-irrigation implementation programme in the five States. Farmers presently using micro-irrigation are categorised as adopted farmers and those who are not practising micro-irrigation but eligible are categorised as potential farmers. Logit model was used to analyse the factors contributing to the adoption of micro-irrigation and Garrett ranking was used to analyse the perception of the stakeholders for the adoption and non-adoption of micro-irrigation.

Key Research Findings

The result depicts that potential farmers know the benefits of micro-irrigation but are not aware of scheduling irrigation and fertigation and need more technical guidance and training. The lowest and highest financial assistance, i.e. subsidy, is provided, respectively, by Madhya Pradesh and Telangana. All the States are following online application system through e-portal and among them, Gujarat Green Revolution Company (GGRC) portal has been found more farmer-friendly. The GGRC model has tri-party agreement (manufacturers, farmers and government), no area capping limit, bank loan availability and renewable subsidy after seven years.

The research study suggests an implementation model along with awareness programmes and insurance under personal accident scheme in case of the accidental death of the farmer.



Graph 10: State-wise Reaction Scores on the Quality of Assets

b. *Mahatma Gandhi NREGS Assets: Its Comprehensive Assessment - Dr. P. Anuradha and Dr. G. Rajanikanth*

This study initiated in 2016-17 and concluded in 2019-20 was carried out in two sets of States. Chhattisgarh and Jharkhand were specifically chosen as the first set on the basis of predominant tribal population, high incidence of poverty and also the quantum of assets generated. The second set of States included regions of scanty rainfall -Uttar Pradesh (Bundelkhand region) and Maharashtra (Vidarbha region) - where the assets created under MGNREGS have a huge impact on the lives of the people.

The study was undertaken to find the reactions of the stakeholders in terms of quality, timeliness of completion and usefulness of assets, examining the role played by the Panchayati Raj Institutions in the maintenance of the assets and identifying the States that need to maintain quality in the assets created.

Key Research Findings

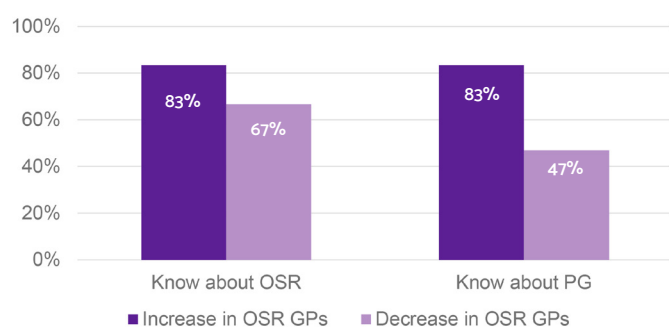
- » Category B assets provided higher satisfaction to users and achieved a satisfaction score of 83 percentage points followed by Category D assets.
- » Category B and Category D assets were ranked higher on account of timely completion of work. Of the three categories of works studied, Category A lags behind the other two categories so far in terms of adherence to the timelines set for the completion of works. This is possible as Category A works are larger in magnitude and as such, time overruns could be common.
- » The perception of usefulness of the assets is relatively higher for Category A assets as compared to either Category B or Category D assets.
- » Individual assets yield larger rating at 78 percentage points as compared to the other two categories - Category A with 75 per cent and Category D with 76.5 percentage score - the reason being the beneficiaries taking better care as they happen to be individual assets.



Graph 11: State-wise Reaction Scores on the Usefulness of Assets

c. Impact Assessment of Fourteenth Finance Commission Performance Grants on Own Source Revenue (OSR) Mobilisation by Gram Panchayats - Dr. Rajesh Kumar Sinha

Fourteenth Finance Commission (FFC) for the award period 2015-20 devolved an amount of Rs. 2,00,292.20 crore to Gram Panchayats (GPs). 90 per cent of these grants are basic grants while 10 per cent are performance grants (applicable from 2016-17). The performance grants are given to those GPs who increase their own source revenue (OSR) and get their accounts audited. The concept of performance grants is to ensure maintenance of reliable audited accounts and data of receipts and expenditure and improvement in increasing sources of generating revenue. The study was carried out to assess the impact of performance grant on the quantum of OSR by Gram Panchayats and identifying factors influencing OSR generation.



Graph 12: Awareness of OSR and FFC Performance Grants among ERs of Sample GPs

The GPs that received FFC performance grants in FY 2016-17 and 2017-18 in the States of Assam, Goa, Haryana, Karnataka, Telangana and West Bengal, representing east, west, north, south and north-east zones were selected. Two GPs each were selected from the six sample States having high and low OSR rates in the last four years. The trends of OSR mobilisation of GPs having low and high OSR rates were analysed.

Key Research Findings

- » In all the sample States, per capita OSR collection of all GPs is increasing in trend from 2014-15 to 2017-18. It is very low in Assam and high in Goa.
- » The aggregate annual growth rate of OSR mobilisation is gradually increasing against the previous year in sample States except Karnataka, Telangana and West Bengal which witnessed negative aggregate growth in OSR mobilisation in the year 2016-17.
- » Among the sample States, the highest aggregate annual OSR growth rate is observed in West Bengal during 2017-18 with 43.47 per cent.
- » Percentage of GPs with an increase in quantum of OSR mobilisation against previous year has dipped during the year 2016-17 in all the sample States except Karnataka.

- » Inter-State variation in household responses to the question of whether the GP collects the tax or not is higher in comparison to variation in household responses among two categories of GPs except in case of Telangana where inter-GP variation is quite high.
- » The data reveals that majority of the elected representatives (53 per cent) in GPs with decreasing OSR have no knowledge of the FFC Performance Grants.
- » Of the total elected representatives in sample GPs having decreasing OSR, only 50 per cent are paying taxes to their respective GPs.

d. From Self-Help Group Leaders to Elected Women Representatives: A Study of Gender-Responsive Governance in PRIs - Dr. N. V. Madhuri

The Constitution (73rd Amendment) Act enacted in 1992, calls for the reservation of a minimum of one-third of seats for women (both as members and as chairpersons) in all locally elected governance bodies commonly referred to as Panchayati Raj Institutions (PRIs). More recently in 2009, the Government of India approved 50 per cent reservation for women in PRIs. Many States, including Rajasthan and Odisha, have passed similar legislation.

The research study aspires to understand the role played by SHG platform in encouraging women to contest local elections and provide support in their effective functioning as elected women representatives (EWRs). Particularly, it looks at the question of whether EWRs are engaged with specific gender issues or initiatives towards gender-responsive governance in Panchayati Raj Institutions. The selection of States was purposive in nature. The States where PRIs are in power for at least past two years were selected. Four States, namely, Bihar, Uttar Pradesh, Kerala and Andhra Pradesh from different zones of the country were selected.

Key Research Findings

- » In all the four States, the women working in SHGs not only supported the female SHG candidate but also motivated them to participate in the election. The trainings provided as an SHG member made them more confident and independent and this was evident during the election campaign. The villagers felt that it was easy to communicate with SHG member even after they are elected as Sarpanch. Having a woman Sarpanch from SHG background indirectly increases the willingness and participation of other women from the village in various activities of panchayat such as awareness campaign, cleanliness campaign, etc.
- » As far as SHG Sarpanches are concerned, knowledge about Panchayat duties, decision-making ability, education, family support and communication ability are their main strengths while money power, muscle

power and negative campaigning by others hindered the effective functioning of few SHG EWRs.

- » Family restrictions resulting in limited mobility is one of the constraints faced by the respondents who did not have any SHG background.
- » The kind of gender issues taken up by EWRs show the behavioural change among SHG members. Issues such as reduction in IMR/MMR, dowry prohibition, prohibiting alcohol, providing toilet facility at school or home, girl child education and security of girl child are taken up significantly by SHG respondents.

e. Psychosocial Health of Women Liberated and Non-liberated from Manual Scavenging in India - Dr. Lakhan Singh

Manual scavenging is one of the caste-based occupations in India which is the filthiest, socially degraded, undignified and inhuman work of cleaning human excreta manually. Majority of studies and interventions in the area of manual scavenging have been related to socio-economic issues. A very few studies have been conducted on psychosocial health of manual scavengers in India. The study was conducted in Maharashtra and Madhya Pradesh (where the number of manual scavengers are higher than the other States) to understand the socio-demographic and economic conditions of the households of women liberated from manual scavenging, examine their psychosocial health and analyse the impact of liberation on psychosocial health of female manual scavengers.

Key Research Findings

- » All women belonged to Hindu religion and scheduled castes (Mehtar or Balmiki caste)
- » According to the wealth index score, none of the non-liberated households falls under the poor category. On the contrary, 62 per cent of the liberated households belong to poor category. The main reason for the poverty of liberated households was non-availability of other jobs due to their caste identity and their previous involvement in manual scavenging.
- » As far as education of the household members is concerned, results were discouraging as hardly anyone completed higher education.
- » Education attainment among children is poor among both households but the educational status was little better among non-liberated children. The percentage of children attending school decreases as their age increases in both types of households. Majority of children who are not attending school were either helping their parents in manual scavenging or working as agricultural labours.
- » Educational status of the women was very low with their average years of schooling being just five. 40 per cent of the liberated and 16 per cent of the non-

liberated women were forced to join this profession before reaching 18 years of age.

- » Most women were married before the legal marriage age of 18 years. 56 per cent of mothers reported that they continued working as manual scavengers till nine months of pregnancy. Of them, 83 per cent reported having health problems and 13 per cent reported losing their child during delivery.
- » A majority of 84 per cent of the non-liberated women were never provided any protective gear by their employers. In addition to women, children were also subjected to several types of discrimination at schools by teachers and classmates.
- » Majority of the liberated women left manual scavenging in the last five to six years mainly due to aggressive campaign of Swachh Bharat Abhiyan.
- » It was discouraging to know that the respondents hardly have any knowledge and awareness of government schemes and programmes related to manual scavenging.
- » 24 per cent of the liberated and only 1 per cent of the non-liberated women had received some help from the government under rehabilitation programmes.
- » To understand the psychosocial health of women, two types of psychological scales - social well-being scale and psychological health scale - were developed. The result showed that psychosocial health was significantly better in the non-liberated women as compared to the liberated women.
- » It can be concluded that the psychosocial health of the liberated women need not be necessarily better than the non-liberated women just because they have left manual scavenging; rather a humanitarian approach is required for their holistic development.

f. Research Study on Horizontal and Vertical Scanning of FPOs - A Project Cycle Study -Dr. Ch. Radhika Rani

Farmer Producer Organisations are going to revolutionise the agri-business horizon of the country in the coming years. There are around 6000 FPOs in the country registered either as cooperatives or Producer Companies being implemented by many funding agencies. The study aimed to identify the key drivers in terms of their outreach, operations and financial indicators and develop benchmark performance indicators that make model FPOs. The study was taken up in four States, viz. Maharashtra, Gujarat, Andhra Pradesh and West Bengal, where the majority of FPOs have registered either as Farmer Producer Company or Cooperative Society. A total of 24 FPOs with 6 well performing FPOs, 6 moderately performing and 6 slow performing FPOs were selected from four States to study their performance levels vis-à-vis their functional objectives.



Farmers from FPOs processing their produce

Key Research Findings

While the total number of farmers in the country is approximately 90 lakh, around 1.70 per cent of them have been mobilised into FPOs. Out of the total FPOs of SFAC and NABARD, farm-based FPOs and non-farm based FPOs occupy around 43 and 50 per cent, respectively. At present, the livestock-based FPOs are very less with only seven per cent of the total FPOs registered, which necessitates promoting a large number of FPOs in this sector.

Paid-up share capital becomes a critical performance indicator, both in terms of members' commitment to their collective and the eligibility of FPO to mobilise loan funds against its business plans. Except for Gujarat, the average paid-up share capital of well performing FPOs was more in all the States compared to moderate and slow performing FPOs. Two of the well performing FPOs in Gujarat are cooperatives whose paid-up share capital was less compared to well performing FPOs of other States.

It is suggested that to get a decent membership base and to stand in the business, it may be viable for the FPOs to focus on a handful of crops for input supply and identify a core commodity for value addition and marketing. Small NGOs which have the local presence and are functioning in one or two districts, with previous experience in agricultural development programmes such as watershed programme or WADI programme of NABARD may be roped in as compared to the big NGOs.

It is alarming to note that around 16 per cent of the FPOs under study were reported to be in the penalty zone. The Board of Directors of these FPOs though were willing to continue their operations, were handicapped with lack of funds, guidance and capacities. If needed, there should be a provision for supplementary dose of project funding in the cases where there is merit. Supplementary support can also be linked to Critical Rating Index (CRI) of the FPOs and can be closely monitored for assured take-off.

The study suggested that a well-set design principle in terms of patronage cohesiveness, governance and operational effectiveness will lead to the sustainability of FPOs. It is highlighted that a national level nodal agency under the collective effort of the Ministry of Agriculture and Ministry of Rural Development along with the State level nodal agencies are required for data management and monitoring of FPOs while, State Federation of FPOs should also be considered to delegate the responsibility of hand-holding the FPOs, in addition to some prominent government and non-government organisations.

The emerging women-centric collectives and their producer enterprises can fill the vacuum and connect the missing critical links in the value chain development in a supplementary and complementary way, optimising resources and investments in a synergetic growth model of convergence.

The proposed National Rural Economic Transformation Project (NRETP) partnered by World Bank with an outlay of Rs.5000 crore with NRLM as the nodal implementation partner, is going to be the game-changer in the movement of producer collectives, which need to be leveraged by the FPOs.

g. Research Study on Impact on the Livelihood of the Poor Resulting from Agrarian and Land Market Changes in Rural Villages of Telangana and Andhra Pradesh - Dr. Nitya V. G. and Dr. Ch. Radhika Rani

There is an increasing recognition of the importance of land markets in rural transformation which provides the basis for the development of the non-farm rural economy. Significant changes have taken place in both rural and urban landscape in terms of commoditisation of land in the recent past, forcing agriculture to compete with more profitable land use. This is more significant in two newly formed States of Andhra Pradesh and Telangana where a significant portion of land has been diverted to non-agriculture purposes. The study aimed to unearth factors underlying the land market dynamics and explore the relationship between these dynamics and livelihood changes. Four villages were selected, two each from the States of Andhra Pradesh and Telangana.

Key Research Findings

The results indicated extreme inequality in the ownership of land distribution and multiple market imperfections in the

study region. In terms of land ownership, households belong to SCs and STs were worse off than other households (HHs). However, these category households had some access to land for cultivation through tenancy. The small and large category accounted for ownership holding, whereas landless and marginal category households were accounted for operational holdings. In Andhra Pradesh, the incidence of tenancy was high at 57 per cent, whereas, in Telangana, it was accounted for 27 per cent.

In the study region, most of the tenancy contracts are for a short period, i.e. seasonal informal contracts. But the well-known fact is that the long-term tenancy contracts offer more security for undertaking productivity enhancement measures and adoption of technologies.

The estimated Logit model predicted that lower education level, income generation from the farm, informal credit access, migration, and non-agricultural occupation significantly influence the land sale in the study villages.

Majority of the respondents in Telangana villages sold their land mainly due to accumulation of debts over the years as a result of crop loss and recurring droughts. Further, higher health-related expenses and marriages, etc., have also influenced the land sale.

More than 50 per cent of the farmers access the credit through non-institutional sources with higher interest rates. The support of credit institutions is required to avail formal credit to tenants that would facilitate the adoption of new technologies and reduce the inactivity in the land lease market.

Legalising the land leasing would result in better access to land by the landless and marginal farmers. Overall, the study suggests that institutional reengineering and devising governance for land leasing is the need of the hour, as it will increase access to resources by marginal farmers and the landless labourers, and improve their socio-economic conditions.

h. 'An Assessment of Effectiveness of Electronic and Cashless Transactions in Public Distribution System' - Dr. K. Prabhakar

The study was undertaken to systematically assess the quality, responsiveness and outcomes (effectiveness) of the e-PoS (AePDS) and cashless service delivery of PDS services provided by fair prices shops/unit office to the public and to generate a better understanding of the problems and constraints being faced by the Fair Prices Shops and the staff of Department of consumer Affairs, Food & Civil Supplies in their role as service provider to the community.

Key Research Findings

- » Around 90 per cent of the HHs reported that the AADHAR seeding into AePDS system for all its family members is completed.
- » Across the four districts, a vast majority of the dealers

were aware of the AePDS (99 per cent). However, the main issue reported for Aadhar seeding was the difficulty in finger print recognition.

- » All staff members were aware of the AePDS across the four districts (100 per cent).
- » A total of 80 per cent shops in their jurisdiction were completely covered under the AePDS initiative.

On the whole, the interviewed beneficiaries opined that after introduction of AePDS in PDS (from 2015 onwards), benefits are reaching the actual beneficiaries (88 per cent), the system is more accountable (71 per cent), more transparent (53 per cent), accurate commodities are distributed to consumers (54 per cent), timely distribution (50 per cent) is ensured and overall improved service delivery (25 per cent) was reported.

Interestingly, the introduction of AePDS was positively reported by most of the social categories in terms of benefits reaching the actual beneficiaries OBC-94 per cent, SC-89 per cent and General category-84 per cent.

The study demonstrated that AePDS is a classical method in order to increase transparency, accountability and efficiency in PDS service delivery. It is proven as one of the finest models for PDS service delivery and all other States should implement it. Even though beneficiaries are successfully practicing AePDS, most of the beneficiaries are unaware about all the benefits they are entitled under AePDS. This issue can be highlighted by strengthening awareness campaigns through vigilance committee members.



A beneficiary using Aadhaar enabled PDS service delivery



3.3 Action Research

Given the contemporary research outcome and the current issues/problems that need immediate attention, NIRDPR focuses upon several themes for action research. A few of the themes focused upon in the year 2019-20 were:

- » Capacity building and empowerment
- » Value addition to Non-Timber Forest Products (NTFP)
- » Dairy development
- » Wage employment
- » Disaster management
- » Participatory planning
- » Application of geoinformatics technologies
- » Gender
- » Livelihood promotions

Within the broad themes identified, the specific focused areas for action research were:

- » Empowerment of SHG members
- » Mobilising and empowering wage seekers
- » Promotion of participatory planning using people-friendly technologies
- » Participatory disaster preparedness and management
- » Empowering the tribal community through developing capacities on value addition to NTFP

During the year 2019-20, four action research studies were completed. The details of the studies are presented in **Annexure-VI**. The States of Andhra Pradesh, Assam, Himachal Pradesh, Maharashtra, Odisha and Tamil Nadu were covered in these studies. The findings of a few studies are summarised below:

a. Pilot Social Audit on NSAP in Five States: Assam, Himachal Pradesh, Maharashtra, Odisha and Tamil Nadu - Dr. C. Dheeraja, Dr. Srinivas Sajja and Shri M. Karuna

NIRDPR facilitated pilot social audits in States of Assam, Himachal Pradesh, Maharashtra, Odisha and Tamil Nadu at the request of NSAP division of MoRD. In addition to the four components under National Social Assistance Programme (Indira Gandhi Old Age Pension Scheme, Indira Gandhi National Widow Pension Scheme, Indira Gandhi National Disability Pension Scheme and National Family



Gram Sabha being conducted for pilot social audit in Kahikuchi Gram Panchayat, Rani Block, Kamrup (Metro) District, Assam

Benefit Scheme), the State-specific pensions schemes were also taken up for social audit which is implemented by the State governments. Selection of GPs and urban local bodies were based on the discussions with the implementing agency focusing on MGNREGS calendar and the highest number of beneficiaries.

Major Findings of Action Research Project

It was found that in all the five States under reference, the level of awareness among the beneficiaries is low and the whole application process is also difficult to understand. The grievance redressal system is non-functional. The maintenance of registers at the Gram Panchayat and Block level is low and there is no annual verification of the beneficiaries' list. The poor transparency and absence of accountability mechanism have resulted in listing the names of even deceased beneficiaries. The BPL lists are not available and the MIS database has either incomplete or wrong set of information at few places.

- » The social audit in NSAP needs to be institutionalised to bring in more transparency and community participation.
- » The Social Audit Units may be directly funded and provided adequate funds.
- » Training and capacity building exercise has to be taken frequently.
- » A robust MIS database may be created with the photo of the beneficiary and details like address, hamlet name, ward number, BPL number, bank information and amount paid over the last 12 months, etc.
- » The Project Management Unit has to be strengthened by hiring social audit consultants, or a separate team independent of programme divisions in MoRD may be created to support the social audit across all programmes.

b. Generation of Sustainable Village Resource Development Plan using Participatory GIS Approach - Dr. N. S. R. Prasad, Dr. P. Raj Kumar, Shri D. S. R. Murthy and Dr. P. Kesava Rao

The village planning process has undergone a drastic change in recent years with decentralised and participatory

decision-making approaches. For effective decision-making, access to comprehensive database, using new technologies to understand land records, topography, resources, settlement patterns and infrastructure, is needed. Spatial technologies play a key role in generating timely and reliable information for planning and decision-making.

In this context, a study was conducted in Taju village located in Karjat tehsil of Ahmadnagar district in Maharashtra. The techniques of remote sensing and GIS tools were used in analysing the data. The GIS-based action plans were generated for improving the basic amenities and overall social, economic and environmental development of the village.

Major Findings of Action Research Project

Drone mapping of the village gave detailed information about land use, land parcels crops grown and dug wells. Community assets like village roads, ponds, canals, open spaces, schools, anganwadi centres, health sub-centres, etc., were mapped that can be used to prepare better quality Gram Panchayat Development Plan. This can facilitate monetisation of the rural residential assets for credit and other financial services and also pave the way for clear determination of property tax.

The livelihood of the Taju village can be improved by implementing the proposed road network, construction of primary health centre, etc. The improvement in agricultural lands and soil health can play an important role in increasing crop productivity. The construction of check dams can help in replenishing groundwater and tackling the drought situation.

From the available resources, it can be concluded that more accountability and transparency in the process of preparing Village Development Plan can be achieved by linking it with the Geographic Information System (GIS). Physical verification of the projects can be done by anybody, anywhere and at any time. With the aid of GIS and satellite imagery, a detailed visual record of the projects can be maintained which can be accessed at any time.

c. Developing Protocols for Mapping and Addressing Agrarian Distress among Rural Households – A Social Action Research Project of CAS and NRLM Cell- Dr. Ch. Radhika Rani, Shri Ravinder, Dr. Nithya V.G., and Shri Nagaraja Rao

One of the common factors identified for agrarian crisis in the country are high indebtedness with high cost of non-institutional credit, high incidence of tenant farmers excluded by formal institutional support systems and farmers having poor economic capacity to absorb market shocks. The face of the distress is strongly correlated to the disconnect between the SHGs and Panchayat Institutions. Paradoxically, these institutions are at the last call on the duty in forecasting, diagnosing and providing immediate remedial measures to smoothen the affected families. The support to the distress families is extended after the occurrence of crisis and there is no planning for preventing this crisis. There is, therefore, a need for rural institution that identifies warning bells of desperation and act as a 'first respondent' to those distress households to insulate them against the suicide.

The Action Research project was taken up in Baswapur village, Koheda mandal, Siddipet district of Telangana State during 2018-20. The project aimed at developing strategies for convergence between SHG and Panchayat Raj Institutions in identification of hotspot families, in diagnosing the specific nature of the crisis and in providing the relief support.

Village Organisation Social Action Committees (VO-SAC) and Gram Panchayat Social Action Committees (GP-SAC) were formed to identify the distress households. Various processes to conduct meetings and follow up actions by these committees were also developed in the project.

Key Implementation Actions

- » There is a greater scope for scaling up and active participation of VO-SAC and GP-SAC through State Rural Livelihood Missions with the support of State Panchayat department.

A field officer collecting data for developing protocols for mapping and addressing agrarian distress





3.4 Case Studies

a. Institutional Innovations in Response to Agrarian Market Constraints: A Collective Case Study - Dr. Surjit Vikraman and Dr. R. Murugesan

Agriculture in India supports livelihoods of more than 60 per cent of the population. Despite significant gains on production and productivity front, agriculture sector suffers from several constraints primarily due to factor and product market distortions. Several policies and programmes and various institutional innovations in different parts of the country have tried to address various market imperfections. In this context, a detailed study of two institutional innovations in response to constraints (input and output market constraints) in the agrarian markets in the State of Kerala was carried out.

The first institutional innovation is the formation of 'Green Army' which is an institutional arrangement to implement the agricultural production practices in an irrigated rice production system in Wadakkanchery Block of Thrissur district in Kerala. The Green Army also serves as an institution to protect and ensure a decent standard of living by creating employment opportunities for agricultural labourers in the region, who are one of the most vulnerable sections of the society.

The second institutional innovation is a farmer's group which has organised themselves into a Farmer Producer Organisation to sustain agricultural production and protect the livelihoods of households, dependent on them. The Mayyil Farmer Producer Company in Mayyil Panchayat of Kannur district in Kerala has adopted a unique strategy of collectivisation of the agricultural operations to reap the benefits of performing operations collectively in scale, at the same time decentralising or disaggregating the output market activities.

The creation of these two institutions has made significant contributions in:

- » Bringing convergence of institutions of local self-governance, agriculture research, technology transfer, financial access and inclusion, natural resource management and rural development.
- » Improving the level of skilling and performance of agricultural labourers, provision of dignity of labour, financial inclusion and social security support that has significantly improved their standard of living.
- » Adopting measures that are gender-sensitive and resulted in gender empowerment.

- » Ecologically sustainable strategies for natural resource management through the convergence of various agriculture and rural development institutions.
- » Inclusive and sustainable development of the farming community through locally adaptable interventions

The study of two institutional innovations that have tried to address the agrarian market constraints has shown the importance of decentralised planning and role of institutions of local governance (PRIs) in finding solutions to micro-level issues and contributing to macro-level benefits. These are small steps towards finding local solutions to global problems that hinder sustainable development.

b. Panchayat Sashaktikaran Awarded Fetri Gram Panchayat - Lesson to be Learnt -Dr. Pratyusna Patnaik

The Deen Dayal Upadhyay Panchayat Sashaktikaran Puraskar is given to best performing Panchayats across different States/UTs in recognition of the good work done by PRIs at each level for improving the delivery of services and public goods.

The Fetri Gram Panchayat in the Nagpur district of Maharashtra has received the Panchayat Sashaktikaran Award from the Ministry of Panchayati Raj (MoPR) during the year 2017 for showcasing a holistic development.

It was felt that successful initiatives taken up by Fetri Gram Panchayat may be documented for wider publicity and replication of the activities by other Gram Panchayats.

The study revealed that Fetri achieved the model Panchayat status by way of continuous transformational efforts between the Panchayat members and the citizens. The members of the Panchayat and citizens in coherence have invested years of efforts to closely understand the challenges of the Panchayat and developed a holistic solution with a systematic approach to address the challenges of the Panchayat. The Panchayat, due to the efforts of the elected representatives, has delivered basic services such as achieving total sanitation and open defecation free, all-weather roads, green gym for senior citizens, water ATM, digital school, development of effective plans for raising own resource revenues and systems for effective tax collection. In order to strengthen the local institution, regular capacity building initiatives have been taken up for the elected representatives and the staff. The Fetri Panchayat, through the idea of inclusive development, has institutionalised the mechanisms for transparency and accountability.

One of the important lessons learnt from Fetri Panchayat is that if there is a stake in the development, there is bargaining power and if there is bargaining power in the development process, there is ownership. The ownership attitude of the elected representatives in conformity with the citizens led Fetri to become a model Panchayat.

a. Practices on Water, Sanitation and Hygiene among Rural Community: A Case Study of Ri Bhoi District of Meghalaya - Smt. G. S. Lyndem, Shri L. Dhar, ETC, Nongsder, Ri Bhoi District, Meghalaya

This study was conducted to assess the knowledge and practices on water, sanitation and hygiene among the rural community in three blocks in Ri Bhoi district of Meghalaya, namely Umling, Umsning and Jirang C&RD Block.

Among the findings, the most important is the awareness created among villagers about the local health and hygiene issues affecting their community. The findings of the study are:

- » The household toilets in the study area have been increased and construction of new toilets is progressing. 97 per cent of the respondents are using toilet whereas 3 per cent of them were found not preferring toilet, particularly during night time.
- » Respondents who were more aware of hygienic practices tended to report fewer diseases in their households over the last two years. A sharp decline in diseases like malaria and diarrhoea was observed in the study area. In the past one year, diarrhoeal cases have declined by 22 per cent and anaemia cases marked a 10 per cent drop.
- » Behavioural change and practices were observed among the community members, especially school-going children. For instance, the community members are involved in cleaning water sources, roads and other public places, etc. This has helped in improving social harmony and the conflict and clashes arising due to garbage dumping and water accumulation have declined.
- » There is community approach towards the Swachh Bharat Mission due to intervention of various agencies and implementation of multidimensional activities under this programme.

Recommendations

- » Though the programme has great impact in the study area, there is a need for capacity building and training of members of the village-level committee to ensure maximum community participation in the programme. The members may be assigned to monitor the programme at the grassroots level.
- » Stakeholders like ASHAs and anganwadi workers are not aware of the activities carried out by the volunteers. Therefore, it is suggested that members of the community should be associated with the programme. Short-term refresher training programmes may be provided to upgrade their skills and knowledge about health, hygiene and sanitation along with interpersonal communication skills.
- » A mid-term evaluation may be carried out every six months to evaluate the progress of the programme.



A member of study team interacting with the manual scavengers during field visit

b. An Enquiry into the Practice of Manual Scavenging in Rural India (Case Studies in Rural Karnataka, Maharashtra and Uttar Pradesh)- Dr. R. Ramesh and Dr. P. SivaRam

The practice of manual scavenging does not augur well for a country aspiring to become clean with its Swachh Bharat Mission. Hence, this study is undertaken. The objectives of the study were to identify and report the prevalence of 'the practice of manual scavenging' in rural areas; and find out the number of insanitary/dry toilets that have been converted into sanitary toilets. This study is confined to manual scavengers in rural areas only. The study covered three states, viz. Uttar Pradesh, Maharashtra and Karnataka, where the prevalence of manual scavengers reportedly very high. Case Study design was used. Eighty case studies covering 16 GPs have been undertaken. The researcher has conducted personal interview with 80 persons from the list of manual scavengers obtained from the Ministry of Social Justice and Empowerment.

Manual scavenging in rural area of India that got defined as a practice involving cleaning, carrying and disposing human excreta from dry/insanitary latrines, is almost over and done with. The support provided by Swachh Bharat Mission-Grameen (SBM-G) in converting insanitary latrines into sanitary latrines can be attributed as one of the important factors - besides other factors such as there were almost no new entrants into this occupation. Age group of most of the manual scavengers interviewed for this study fell in the range of above 50 years. The older lot - over 50 years old, who were involved in cleaning, carrying, and disposing human excreta from dry latrines are gradually retiring on the one side, while the number of dry latrines that necessitated regular manual scavenging has come down in the past five years, on the other side. The chance of the younger generation from such communities getting into manual scavenging is very rare. Although the parents want their children to study and give up the parental occupation, many youngsters do not move beyond secondary and higher secondary level education.

The shift from manual scavenging is slow and gradual. The SBM-G has accelerated this transformation to take place earlier, which otherwise would not have taken place in the normal process.



3.5 Consultancy Studies

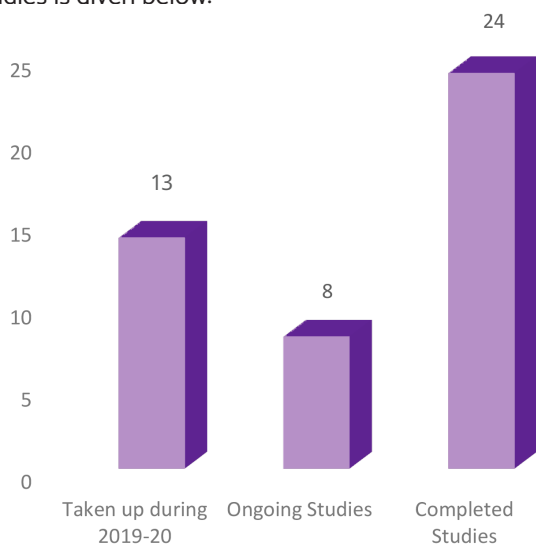
Given the expertise available with faculty members and the wider attention garnered by the Institute, various Ministries of Government of India, State governments and corporate sector organisations often approach NIRDPR to undertake specific objective-oriented research studies, evaluation studies, etc. These studies are classified as Consultancy Studies. A few of the clientele group in this regard are from i) Ministry of Panchayati Raj, ii) Department of Land Resources, iii) Agriculture Dept., Govt. of Uttarakhand, iv) Dept. of Planning and Convergence, Govt. of Odisha, v) Dept. of RD, Telangana, vi) UNDP, vii) NABARD,

viii) Odisha Watershed Mission, ix) UN Women, x) Panchayati Raj Dept., Govt. of Andhra Pradesh, xi) National Commission for Women, New Delhi, xii) NLCIL, Neyveli, Tamil Nadu, xiii) HCCB, Andhra Pradesh and xiv) UPASaC.

The process of undertaking Consultancy Studies is based on the expertise available with each Centre of the Institute. Given the mandate of the study, each Centre undertakes these studies based on the requests received. During the year 2019-20, 13 new consultancy studies were taken up in addition to continuing the work of eight ongoing studies that were taken up before 2019-20. A total of 24 consultancy studies were completed in 2019-20.

The States of Andhra Pradesh, Assam, Arunachal Pradesh, Bihar, Chhattisgarh, Gujarat, Haryana, Jharkhand, Karnataka, Kerala, Madhya Pradesh, Maharashtra, Manipur, Odisha, Punjab, Rajasthan, Sikkim, Tamil Nadu, Telangana, Tripura, Uttarakhand, Uttar Pradesh and West Bengal were covered under these studies. Two studies covered all the 29 States and UTs. The details of the studies are presented in Annexure-VII, Annexure-VIII and Annexure IX.

A summary of the outcomes of a few completed Consultancy Studies is given below:



Graph 13 : Status of consultancy studies - 2019-20

a. Transforming India through Strengthening Panchayati Raj Institutions (PRIs) by Continuous Training and e-Enablement (2017-20)

The Institute in association with MoPR initiated a significant project titled 'Transforming India through Strengthening PRIs by Continuous Training and e-Enablement' (TISPRI) from 2017-2020. The Centre for Panchayati Raj, successfully implemented the project and supported the overall objectives of Rashtriya Gram Swaraj Abhiyan (RGSA). As part of the various components of the project, 72 modules covering subjects related to Panchayat Governance and Rural Development have been developed as per the UGC and MHRD guidelines for standardisation of learning materials. The standardised modules are being used for the UGC approved diploma programme being offered by NIRDPR on 'Panchayati Raj Governance and Rural Development' (DPRGRD) in distance mode in collaboration with the University of Hyderabad.

In an effort to improve the quality of training, one of the components of the project was certification of the existing Master Trainers. Over the years, a large number of training of trainer's programmes were organised in different States to create a pool of certified master trainers. In this massive endeavour, a total of 6,287 trainers have been assessed in 27 States in 162 batches. Out of them, 4,322 members scored A&B grades, and were certified as Master Resource Persons (MRPs) under specific thematic areas. In the year 2019-20, a total of 1,910 Master Resource Persons have been certified under different thematic areas related to Panchayati Raj and Rural Development.

Considering the importance of continuous training and capacity building of PRI stakeholders, as part of the third component, an effort was made to launch a separate

e-learning platform, for offering online certificate courses, targeting mainly MRPs, elected representatives and other functionaries of PR departments across India. Online courses with special focus on Panchayat Governance and Rural Development are made available on the Gram Swaraj platform.

Under the fourth component, 32 case studies were documented by different partnering institutions in different thematic areas. The States covered under the studies are West Bengal, Himachal Pradesh, Jharkhand, Haryana, Punjab, Telangana, Odisha, Chhattisgarh, Madhya Pradesh and Uttar Pradesh. These case studies are used in regular training programmes and are also shared with the SIRDPRs.

In 2019, a total of seven workshop-cum-training programmes were organised on e-FMS and 440 resource persons on PES applications were identified and trained.



Agri-processing Unit of Vikash Pragati SRC, Almora, Uttarakhand

b. An Evaluation of the SHG-BLP with Special Reference to its Loan Portfolio and Asset Quality - Dr. M. Srikanth

Self-Help Group-Bank Linkage Programme (SHG-BLP), a brainchild of NABARD, is regarded as the largest microfinance programme in the world today. The programme successfully mobilised millions of Indians who are at the bottom of the pyramid, especially the women, to actively participate in the most popular model of financial inclusion. Though the programme reached many milestones during its long journey in the Indian financial landscape, it accumulated bad loans of Rs. 4,628 crore as on 31st March, 2018, i.e. 6.12 per cent of the total outstanding loans. In light of the above background, CFIE conducted a research study to identify the reasons behind the growth of these NPAs, the impact of the SHGs' access to credit for income-generating activities and sustainability of SHGs based on the perception of the stakeholders.

The study found that poor economic conditions of SHG members, lavish expenses related to marriages, ceremonies, expectation of loan waiver, etc., as the main factors behind the unhealthy growth of NPAs. Further, the study found that SHG women could not avail higher loan amounts. The annual expenditure level of the respondents on their children's education increased phenomenally after joining the SHG-BLP. To tackle the issue related to growing NPA, the report has suggested discontinuation of collective responsibility of SHG members in case of loan default, group insurance scheme for the SHGs, credit counselling of SHG members to reduce lavish expenses on social functions, financial literacy drive to upgrade their financial literacy level, etc. To improve SHGs' access to credit for their income-generating activities, it has suggested empathy by banks, active promotion of livelihood among SHG members and higher loan amount for enterprises, financial literacy drive, etc. To ensure the sustainability of SHG, the report has suggested training on morals and business ethics to be imparted to the SHG members.

Kisan Outlet of ChambaMassoorie SRC, Tehri



c. Impact Evaluation of Financial Inclusion Programmes of UPASaC in Uttarakhand- Dr. M. Srikanth, Dr.Sonal Mobar Roy, Dr. Bhavani A., Shri Veneet Kalloor, Ms. S. Navya Sridevi

Government of Uttarakhand in collaboration with International Fund for Agricultural Development (IFAD) is implementing Integrated Livelihood Support Project (ILSP) to provide food security, enhance livelihoods and income of the poor in the hilly regions of Uttarakhand. Uttarakhand Parvatiya Aajeevika Sanvardhan Company (UPASaC) is one of the three project implementing agencies under ILSP that facilitates access to finance, to improve livelihoods of the poor in the hilly regions of Uttarakhand.

As the implementation of ILSP is expected to be completed by 2020-21, UPASaC entrusted a research project to NIRDPR on 'Impact Evaluation of Financial Inclusion Programmes of UPASaC in Uttarakhand'. The primary objective of the study was to evaluate the effectiveness of various developmental programmes of UPASaC during the period 2016-17 to 2018-19. The study analysed the impact of bank linkages and externalities of institutional credit provided to members of producer groups, and livelihood collectives through UPASaC, for enterprise development and livelihood opportunities. The study also examined the effectiveness of financial literacy programmes conducted by UPASaC.

The study found that UPASaC has been instrumental in ensuring bank linkage for members of the producer groups across all 11 districts of Uttarakhand. As of 31st March, 2019, UPASaC facilitated 1,412 Term Loans of Rs.19.89 crore, 2,136 Cash Credit Limit accounts of Rs. 17.31crore, and 12,656 Kisan Credit Cards of Rs. 60.31crore from banks to rural households in Uttarakhand. Majority of the respondents in credit linked producer group reported a significant improvement in their living standards, viz. food (84 per cent), clothing (66 per cent), shelter (69 per cent), healthcare (79 per cent), and education (74 per cent) due to bank linkage/credit linkage. Around 90 per cent of respondents from credit and non-credit linked producer group members reported that they received training from UPASaC for setting up of the enterprises. The livelihood financing provided by UPASaC resulted in continuous growth in the turnover and profits generated by Livelihood Collectives (LCs). The turnover of the LCs increased by 105 per cent and profits increased by 180 per cent between 2016-17 and 2018-19.

The study prescribed that UPASaC has been instrumental in imparting financial literacy and facilitating rural livelihood financing through banks, thereby enhancing incomes of the poor and achieving the last mile in financial inclusion.



3.6 Village Adoption

In order to demonstrate the application of the models and implementation mechanisms based on research and action research, the Institute is carrying out Village Adoption Studies. The study of the village aims to promote capacities of faculty members in facilitating effective implementation of rural development and poverty alleviation programmes. The action research initiatives, specifically undertaken through Village Adoption Studies, enable the faculty members to keep themselves abreast with the grassroots realities. Faculty members are encouraged to select specific village/village clusters keeping in view the village size, backwardness of the village and other demographic issues. The designated faculty member is encouraged to study the profile of the village and prevailing socio-economic conditions, etc. The faculty members try to bridge the gap between the locals and the administration, and facilitate needful intervention sourced from local government agencies.

About 150 villages from 29 States have been selected under the Village Adoption Scheme. The detailed list is enclosed at Annexure-X.



4 Chapter TECHNOLOGY TRANSFER





For promotion of innovative and appropriate technologies relevant to the transformation of rural areas, the Institute set up 'Rural Technology Park (RTP)' in about 65 acres of land in the year 2003. The RTP is operated in collaboration with the help of entrepreneurs for demonstrating potential technologies, training the rural community in the technologies, besides facilitating the transfer of technologies through various NGOs and government institutions. The rural youth and SHG women in large numbers are trained through exposure-cum-training programmes and workshops on various rural technologies every year.

The National Rural Building Centre (NRBC) at RTP showcases cost-effective models of rural houses with 40 different technologies. A 'Sanitation Park' was also established with a good number of individual toilet models that can be afforded by rural masses.

The Director General Bungalow built in the year 2018 is a sustainable housing initiative for promoting sustainable housing using appropriate technologies

The Institute also monitors the consultancy-cum-guidance centre of erstwhile CAPART, which is situated in Bania village, Vaishali, Bihar.

4.1 Activities for the Year 2019-2020

4.1.1 Training Programme

International Training Programme on Planning and Management of Rural Housing Habitat Project sponsored by the Ministry of External Affairs, Government of India under ITEC was conducted, which was attended by senior and middle-level officials working with the Housing and Planning departments of various countries. A total of 22 participants from 13 countries, viz. Afghanistan, Botswana, Dominican Republic, Kenya, Mauritius, Namibia, Nepal, Nigeria, Palestine, South Sudan, Sudan, Tunisia and Zambia were part of the programme.

Country-specific rural housing and habitat development policies and other good practices were shared with the delegates of all the participating countries. Aspects like cost-effective, environment-friendly, energy-efficient and disaster-resistant housing technologies were discussed as part of the course. The participants were guided to prepare back-home action plans based on the learning from India as well as other countries.

The training methods adopted included participatory approaches, classroom lectures, study/field visits, workshops, video presentations, debate/discussions, role plays and practical hands-on experiences on making of CSE blocks, Athangudi tiles and various sustainable housing technologies.

4.1.2 Workshops and Seminars

a. Workshop on 'Role of S&T Institutions in the Promotion of Entrepreneurship and Sustainable Livelihood in Rural Areas through Fisheries Sector'

A one-day workshop on the role of science and technology institutions in promoting entrepreneurship and sustainable livelihoods in rural areas through fisheries sector was organised in collaboration with the National Fisheries Development Board (NFDB), Hyderabad. The workshop was attended by representatives from various science and technology institutions working in the fisheries sector, representatives from the Department of Fisheries from Kerala, Tamil Nadu, Telangana, Andhra Pradesh, Goa, Maharashtra and Lakshadweep, and financial institutions, viz. NABARD and experts from the fisheries sector.

The workshop provided a common platform to various stakeholders to have a holistic understanding of the entire situation and contribute to the development of the fisheries sector, in the light of the guidelines under 'Blue Revolution Scheme' of Government of India.



NFDB officials along with DG, NIRDPR visiting Rural Technology Park

b. Workshop on Sustainable Housing Technology to PMAY - G Officials, Madhya Pradesh

The workshop was organised to promote sustainable housing technologies in the State of Madhya Pradesh and PMAY-G. A team of officials, engineers and masons were trained at RTP on the subject, who in turn, will be engaged by the Government of Madhya Pradesh in promoting these technologies to undertake green initiatives under PMAY-G programme

4.1.3 Skill Development: Training Programmes

During the year 2019-20, apart from free training programmes, several self-funded exposure-cum-training programmes covering about 12,156 participants from self-help groups, unemployed/underemployed youth, mostly from rural areas across the country were conducted. The beneficiaries trained were from Puducherry, Chandigarh and the States of Andhra Pradesh, Chhattisgarh, New Delhi, Haryana, Jharkhand, Karnataka, Madhya Pradesh, Mizoram, Nagaland, Odisha, Sikkim, Tamil Nadu and Telangana.

With the intent to create awareness on sustainable livelihoods, many special exposure-cum-training programmes were organised for the beneficiaries identified by various organisations, namely National Fisheries Development Board, Rajiv Gandhi National Institute of Youth Development, Farmers Producer Organisations, Rural Development Trust, Ananthapur, Shri Bhuma Trust, Andhra Pradesh, Agriculture Technology Management Agencies, Swarajya Abhyodaya Seva Samithi, VIKASA (NGO), Central Research Institute for Dryland Agriculture, Hyderabad, Bihar Rural Livelihoods Promotion Society - JEEVIKA, Acharya N. G. Ranga Agricultural University, Guntur, Andhra Pradesh under the World Bank NAHEP project and many other NGOs.

Table 5a: Training Activities during 2019-20

S. No.	Details	Numbers	Total Beneficiaries
1	RTP trainings (free)	14	365
2	RTP trainings (paid)	11	535
3	Exposure-cum-training (sponsored)	19	528
4	Exposure visit and study tour	193	10,526
5	Workshops	6	202
Total		243	12,156

4.2. Visit of Dignitaries

Dr. Tamilisai Soundararajan, Hon'ble Governor of Telangana State witnessed the exhibition-cum-sale of rural products made by self-help groups from Tamil Nadu and Telangana at the Rural Technology Park on 19th August, 2019. While appreciating the efforts of RTP/NRLM in the promotion of sustainable livelihood technologies and solar energy solutions, she opined that there is a need to scale-up these efforts at the Panchayat level for the self-sustenance of women in rural areas.



4.3 Special Initiatives

a. Programme on Sustainable Housing Technologies for Engineers and Masons from Mahatma Gandhi State Institute of Rural Development (MGSIRD), Madhya Pradesh

The Institute in collaboration with MGSIRD, Jabalpur conducted an exposure programme on sustainable housing technologies for a batch of 60 participants including the State Resource Persons (SRP), engineers and masons/demonstrators from different districts of Madhya Pradesh for creating awareness on sustainable housing technologies, and to identify suitable technologies, relevant for their respective State from among various technologies demonstrated at the Institute's Rural Technology Park. Hands-on training programme on Rat-trap Bond technology construction, filler slab, making of cement stabilised blocks with soil and fly ash, making of arches, rammed earth technique, mud plaste was organised for the participants. During the course of training, a room was constructed as a part of the learning process by the participants who attended the programme.

b. Skill Development Training Programme on 'Agro-based Entrepreneurship'

The Institute in collaboration with Acharya N. G. Ranga Agricultural University, Andhra Pradesh, organised a one-month skill development training programme on 'Agro-based Entrepreneurship'. Thirty four participants with mix of undergraduate students and young farmers from few districts of Andhra Pradesh participated in the training programme.

The programme was designed to build an ecosystem to create, manage and nurture agro-based entrepreneurs among youth, women and marginalised communities in rural areas, and develop a pathway to leverage productivity in agriculture and expand local employment. The trainees were exposed to the activities of various development-related organisations namely Central Research Institute for Dryland Agriculture, National Academy of Agricultural Research Management, National Institute of Agricultural Extension Management, National Institute of Plant Health Management, National Fisheries Development Board, ICRISAT, NIELAN –Technology Business Incubator of Indian Institute of Millets Research, Indian Institute of Rice Research, Soil Testing Laboratory, Poultry Research Institute, Agriculture Institute and Water and Land Management Training and Research Institute.

The hands-on experience and training were given to the participants in vermicomposting, extraction of neem oil and cake making, mushroom cultivation, bio-pesticides, bio-fertilisers, aromatic oil extraction, solar dehydration technologies for food processing and electro spark coating for agriculture tools and equipment.

4.4 Study Tours and Industrial Visits

During the year, a large number of visitors which included the general public, school/college students, officials/dignitaries, delegates from various institutions and international participants visited the Institute to understand various technologies displayed and the activities being carried by the Rural Technology Park of the Institute.

Table 5b: Details of the Participants who visited RTP during 2019-20

S.No.	Category	Numbers
1	International officials/delegates	250
2	Study tour (school students)	4,411
3	Industrial visit (college graduates – MBA, agri graduates)	2,758
4	Institutions/Government/Non-Government organisations	1,644
5	NIRDPR participants	1,113
6	Officials from various States	350

4.5 Consultancy and Technical Support Services

- The Institute facilitated the installation of 15 Cubic Metre fixed dome biogas plant at Nandini Gowshala, Kanpur in Uttar Pradesh for demonstration of biogas technology. The institute also facilitated installation of organic waste management biogas plant and technology for creating energy from waste, including composter garden for Tamil Nadu State Council for Science and Technology and their institutions, viz. Anbagam school, hostel and Vivekananda College in Tamil Nadu.



Biogas plant installed at Kanpur, Uttar Pradesh

- b. As a part of technology transfer and dissemination, the Institute through its technology partnership facilitated the transfer of technologies of eco-hatcheries, solar dehydrators, mobile cold rooms, ice Block making machines to West Bengal Comprehensive Area Development Corporation, West Bengal State Rural Livelihoods Mission and West Bengal Cooperative Societies, Commissioner of Fisheries, Telangana for creating livelihood opportunities through the said technologies, especially for SHG women and fishermen.
- c. The Institute facilitated the installation of 15kW solar unit at National Fisheries Development Board, Hyderabad as a demonstration plant for continuous supply of power with the purpose of maintaining the fisheries unit effectively since the unit requires continuous supply of power for the healthy growth of fishes.

4.6 Annual Events

a. Rural Innovators Start-up Conclave (RISC) - 2019

The Institute since 2017 has been organising Rural Innovators Start-up Conclave annually and created a platform for a wide array of innovators and start-ups to showcase their innovations and provided opportunity to partner with funding and network support. The Rural Innovation Design Challenge (RiDe) component offers chance to students to come up with innovative ideas for improving rural life.

The RISC-2019 sponsored by Andhra Bank, Indian Bank and NABARD was inaugurated by Shri Narendra Singh Tomar, Hon'ble Minister of Rural Development, Agriculture and Farmers' Welfare & Panchayati Raj in the presence of Dr. G. Ranjith Reddy and Shri Arvind Dharmapuri, Hon'ble Members of Parliament, Lok Sabha. In total, 90 innovators and 48 Start-ups participated in the event displaying the prototypes of their innovations, technologies and products. Besides, 58 college students and 68 school students participated in the RiDe challenge with their innovative designs and prototypes.

During the inauguration and in the presence of the Hon'ble Union Minister, MoUs were signed and exchanged between:

1. NIRDPR and CFTRI for the transfer of food processing technologies.
2. NIRDPR and Marie Gold for the transfer of natural dye and weaving technology.
3. NIRDPR and Bio-Tech Renewable Energy, Kerala for the transfer of biomass, biogas and compost garden technologies. A series of panel discussions were scheduled on various topics for the benefit of exhibitors and visitors.

For the valedictory programme, Sadhvi Niranjan Jyoti, Hon'ble Minister of State for Rural Development, GoI graced the occasion as Chief Guest and felicitated the award winners. She distributed merit certificates and awards to 14 innovators, 11 start-ups and 41 (21 school students, 20 college students) besides special recognition certificate to 12 exhibitors whose innovations, technologies and ideas were assessed as the best by the jury of experts.



Shri Narendra Singh Tomar, Hon'ble Minister of Rural Development, Agriculture and Farmers' Welfare & Panchayati Raj, during RISC-2019 at NIRDPR, Hyderabad



Sadhvi Niranjana Jyoti, Hon'ble Minister of State for Rural Development, during RISC - 2019 held at NIRDPR, Hyderabad

b. Rural Technology and Crafts Mela - 2019

The 17th edition of Rural Technology and Crafts Mela – a five-day event was inaugurated by the Hon'ble Governor of Telangana, Dr. Tamilsai Soundararajan. The mela is organised by the Institute to help rural entrepreneurs, innovators and artisans in marketing their products to increase their outreach.

The theme of the RTP Mela-2019 was 'Women Entrepreneurship' and only women SHGs and women entrepreneurs were invited to participate, making it an exclusive women-oriented event. The SRLMs across the country supported NIRDPR in identifying the SHGs for participating in the event. With the support of National Small Industries Corporation and Indian Institute of Packaging, Hyderabad an effort was made to educate the participating SHGs about e-marketing, branding and packaging.

Four hundred and fifty participants including SHG women from Union Territories of Jammu & Kashmir and 23 States -Andhra Pradesh, Arunachal Pradesh, Bihar, Chhattisgarh, Gujarat, Haryana, Jharkhand, Karnataka, Kerala, Madhya Pradesh, Manipur, Maharashtra, Meghalaya, Mizoram, Odisha, Punjab, Rajasthan, Sikkim, Tamil Nadu, Telangana, Tripura, Uttar Pradesh and West Bengal took part in the Mela. The highlight of 2019 Mela was increased participation from the North-Eastern States.

As a part of the event, a 'Fish Festival' was organised with the support of the National Fisheries Development Board, Hyderabad. Many fisheries-related technologies were at display and the visitors were also informed of the Blue Revolution Schemes of NFDB and training opportunity through NIRDPR. A conscious effort was made to promote fish consumption as a healthy and nutritious food keeping in view the objectives of Department of Fisheries, GoI with the support of NFDB, Hyderabad and Department of Fisheries, Government of Telangana.

Digital transactions among SHGs through PoS machine were promoted through the business correspondence of State Bank of India and with the support of Stree Nidhi (SHG Bank), Telangana.





Dr. Tamilisai Soundararajan, Hon'ble Governor of Telangana during Rural Technology & Crafts Mela at NIRDPR

4.7 Other Achievements in the Year 2019-20

a. Establishment of Rural Technology Centre at Morena, Madhya Pradesh

A team from the Institute visited Morena and held discussions with the District Collector and other functionaries for setting up a Rural Technology Centre at Morena. The team identified the land and technologies that will be installed at the said centre for capacity building/training and dissemination of the said technologies. Further, a Detailed Project Report was submitted to MoRD for consideration. The centre is proposed to start with the funding support for infrastructure from the Government of India and funding for recurring expenditure by Government of Madhya Pradesh.

b. Promotion of CSEB technology

With the intent to demonstrate sustainable housing technologies, two new arches i.e., one at the main gate and the other at the entrance of RTP were constructed using Compressed Stabilised Earthen Blocks (CSEB). The expansion work of Bharatiya Vidya Bhavan's Vidyasharam school on the Institute's premises is also being carried out using sustainable housing technologies.

c. 107th Indian Science Congress, Bengaluru

The Institute participated in the 'Pride of India' Expo organised as part of the 107th Indian Science Congress. The event was inaugurated by Shri Narendra Modi, Hon'ble Prime Minister of India. The stall from NIRDPR disseminated information on various technologies for creating awareness on several options available for self-employment and entrepreneurship. Portable material like the CSBE blocks, Attangudi tiles, etc., were also displayed. Besides, books published by NIRDPR in the field of rural development and the literature on GIS application for rural development and handbook on DDU-GKY job-oriented programmes were also exhibited.

4.8 New Technology Units

a. Bio-Energy Research Centre

In the light of growing demand for alternative energy solutions, a Bio-energy/Biomass solution unit inaugurated by Shri Narendra Singh Tomar, Hon'ble Minister of Rural Development, Panchayati Raj & Agriculture and Farmers' Welfare was set up in the Institute in partnership with Bio-Tech Energy Limited, Kerala.

b. Dairy Development Unit

Sadhvi Niranjana Jyoti, Hon'ble Minister of State for Rural Development, Gol laid a foundation stone for the cowshed and other infrastructure. The project is a joint venture by NIRDPR and Fortune Dairy, Hyderabad to promote dairy-related technology and explore opportunities for value-added products.

5

Chapter

INNOVATIVE SKILLING & LIVELIHOODS



India enjoys demographic dividend with more than 62 per cent of its population of 1.3 billion in the working age group, and more than 54 per cent of its population below 25 years of age. Presently, 55 million strong rural population is unable to access work opportunities due to socio-economic constraints and hence an experiential traditional agricultural skill needs to be upgraded for greater agricultural productivity. In this context, NIRDPR has been actively exploring innovative skilling opportunities in order to generate sustainable livelihood options for rural India. Innovative skilling and livelihood is an evolving process and is dynamic due to changes in market conditions, information technology and migration. The livelihoods approach to eliminate rural poverty was first adopted, based on the experience of Swarnajayanti Gram Swarozgar Yojana (SGSY), a flagship programme of the Ministry of Rural Development, implemented for well over a decade since 1999, which has now been restructured and is being implemented as National Rural Livelihoods Mission (NRLM) since 2010-11. SGSY was aimed at providing sustainable income to rural Below Poverty Line (BPL) households through income-generating assets/economic activities so as to bring them out of poverty.

5.1 Swarnajayanti Gram Swarozgar Yojana Special Projects (SGSY(SP))

Swarnajayanti Gram Swarozgar Yojana Special Projects is the skill and placement initiative of the Ministry of Rural Development (MoRD). It evolved out of the need to diversify incomes of the rural poor and to cater to the occupational aspirations of their youth. The placement-linked skill development special projects aimed at rural youth from BPL families to acquire skills and to get wage employment in the organised sector.

Since 2007, Ministry has entrusted 87 SGSY Special Projects to NIRDPR, which acts as the coordinating and monitoring agency. Out of 87 projects, 17 projects have been formally closed. The Ministry and NIRDPR have been making efforts for orderly closure of the remaining 70 projects.

One of the important learning from the implementation of SGSY special projects, inter-alia, was the inadequacy or lack of clear operational protocols that should translate into deliverables. This caused great inconvenience to the Project Implementing Agencies, whose cash-flow for a project was more often than not disrupted. To fill in such conspicuous gaps, a new programme, viz. Deen Dayal Upadhyaya Grameen Kaushalya Yojana (DDU-GKY) with a well-defined Standard Operating Procedure (SOP) was introduced in its place.

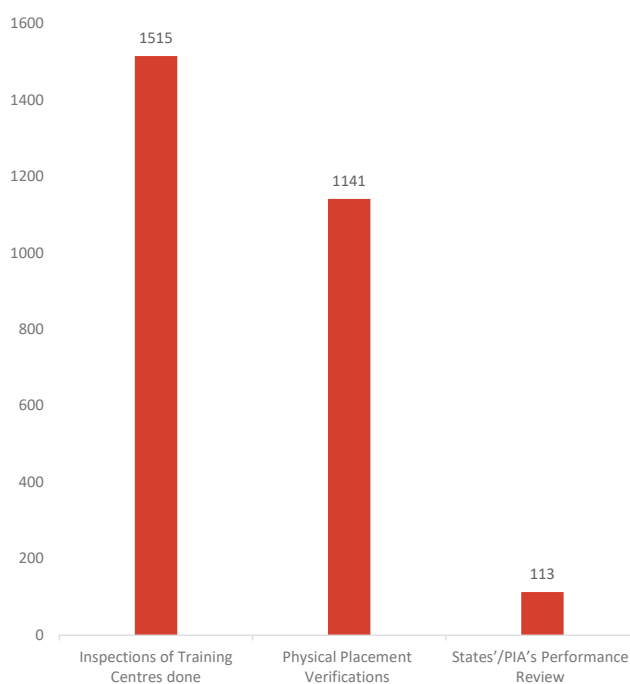
5.2 Deen Dayal Upadhyaya Grameen Kaushalya Yojana (DDU-GKY)

Deen Dayal Upadhyaya Grameen Kaushalya Yojana (DDU-GKY) is a placement-linked skill training programme for the underprivileged rural youth of the country. The programme is being implemented through Public-Private Partnership in project mode by Ministry of Rural Development (MoRD), Government of India, partnering with State governments. DDU-GKY believes in providing world-class training to equip rural youth for a decent job in the country or abroad with a scope for career progression.

The DDU-GKY Cell at NIRDPR is responsible for carrying-out the core activities associated with the implementation of this programme as a Central Technical Support Agency (CTSA) of MoRD. As a CTSA, NIRDPR oversees the programme implementation across 17 States and 4 Union Territories in the country as the eyes and ears of the Ministry under the banners of Roshni (in the Left-Wing Extremist districts), Himayat (in Jammu and Kashmir) and as DDU-GKY in rest of the country.

5.2.1 Monitoring and Evaluation

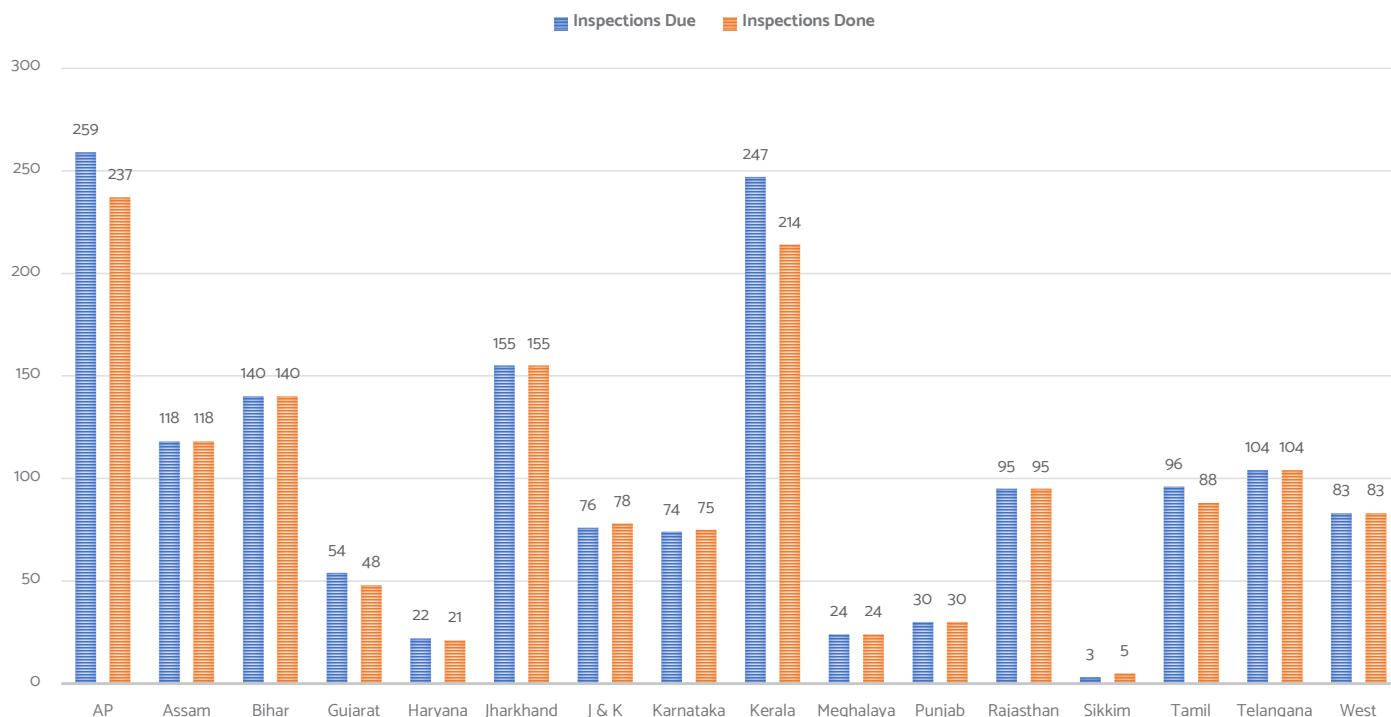
Monitoring and evaluation is critical in DDU-GKY programme to attain the priorities of the programme and policy, especially in an environment focused on achievement of results. Continual monitoring, through an effective monitoring regiment, can verify whether the activities are undertaken according to plan and in an efficient manner. The activities undertaken by the Institute during the year 2019-20 are:



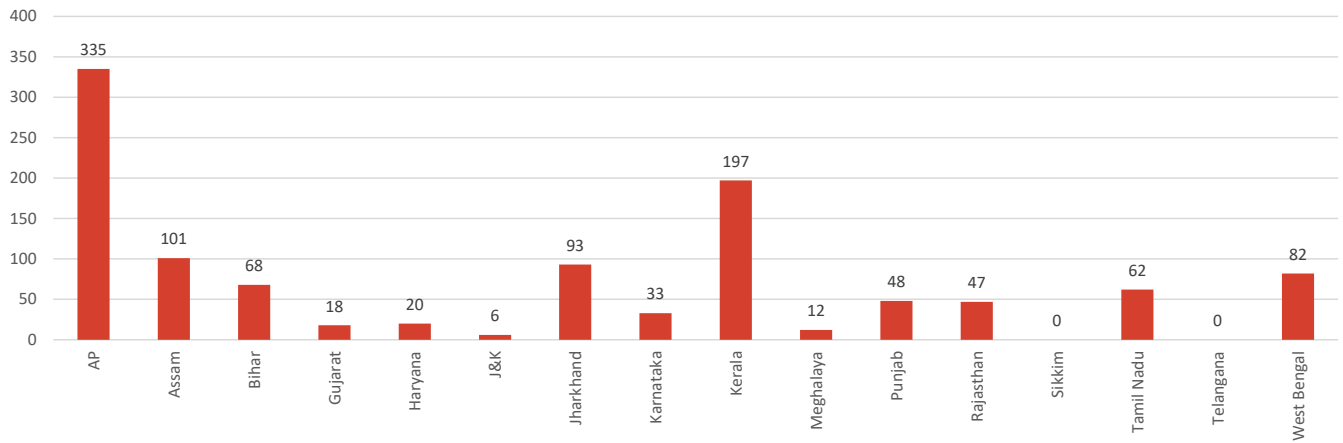
Graph 14: Activities by the Monitoring Team under DDU-GKY Cell, NIRDPR

Table 6: Inspections of Training Centres Conducted during April 2019 – March 2020

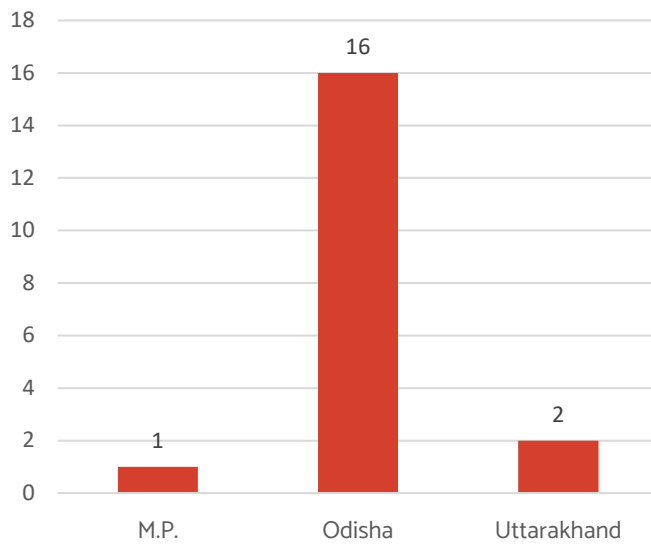
S. No.	State/UT	No. of Projects in Progress	No. of Active TCs	No. of Inspections			No. of Advisories		
				Due	Done	%	Raised	Resolved	%
1.	AP	76	145	259	237	92%	2,191	163	7%
2.	Assam	78	86	118	118	100%	925	499	54%
3.	Bihar	71	93	140	140	100%	1,688	785	47%
4.	Gujarat	37	34	54	48	89%	799	558	70%
5.	Haryana	17	19	22	21	95%	349	152	44%
6.	Jharkhand	72	91	155	155	100%	1,920	932	49%
7.	J&K	35	57	76	78	103%	972	592	61%
8.	Karnataka	41	64	74	75	101%	724	372	51%
9.	Kerala	150	140	247	214	87%	2,074	1,729	83%
10.	Meghalaya	15	12	24	24	100%	203	96	47%
11.	Punjab	54	29	30	30	100%	1,141	240	21%
12.	Rajasthan	102	98	95	95	100%	845	237	28%
13.	Sikkim	5	4	3	5	167%	62	0	0%
14.	Tamil Nadu	59	62	96	88	92%	686	275	40%
15.	Telangana	74	77	104	104	100%	1,484	170	11%
16.	West Bengal	30	78	83	83	100%	829	532	64%
Total		916	1,089	1,580	1,515	96%	16,892	7,332	43%



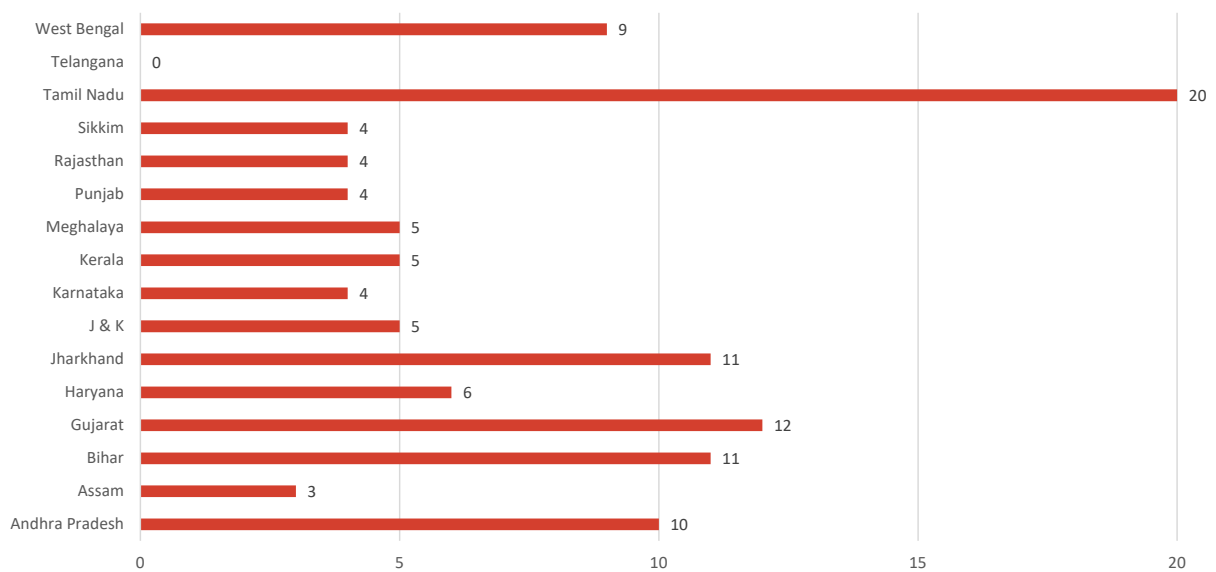
Graph 15: Inspections Status from April 2019 to March 2020



Graph 16: Placement Samples Verified in NIRDPR-covered States during April 2019 – March 2020



Graph 17: Placement Samples verified in NABCONS-covered States during April 2019 – March 2020



Graph 18: Projects Performance Reviews (by MoRD & States/Union Territories) Participated/Conducted during April 2019 – March 2020

5.2.2 Thematic Analysis and Studies

NIRDPR carried out the following analytical studies during the year 2019-20 with a view to determining the root cause of some issues that the DDU-GKY programme is faced with. The study reports have been shared with the MoRD as well.

- a. Reasons for delays in releasing instalment to PIAs
- b. Placement challenges
- c. An operating manual on mobilisation in DDU-GKY
- d. High severity NCs analysis
- e. Training Need Analysis (TNA) based on the volume of NCs found during Inspections

5.2.3 Providing Human Resource Support to States

The NIRDPR has been providing human resources support to some of the States/UTs like Andhra Pradesh, Jharkhand, Haryana, Jammu & Kashmir, Karnataka, etc., by deputing its

resources for hand-holding in the implementation DDU-GKY programme. NIRDPR has been helping States in performing functions like due-diligence, inspections, instalment processing, etc.

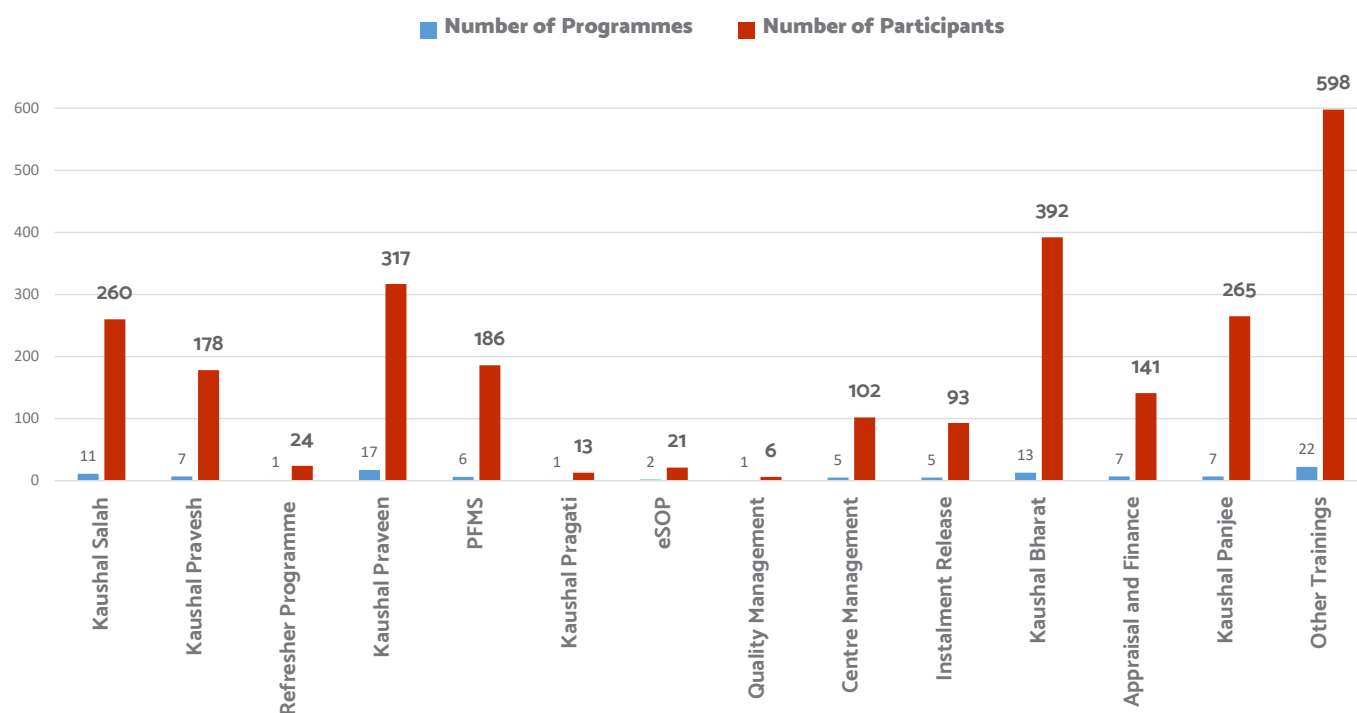
5.2.4 Training and Development

Various thematic workshops, training and capacity building activities for the stakeholders of DDU-GKY for the smooth implementation of the scheme were organised in the year 2019-2020. A total of 105 training programmes were conducted, attended by 2,596 participants on various themes of DDU-GKY.

The table below provides a quick view of the key training programmes delivered and the number of the programmes on each theme delivered in the FY 19-20, the number of participants and information on the target audience.

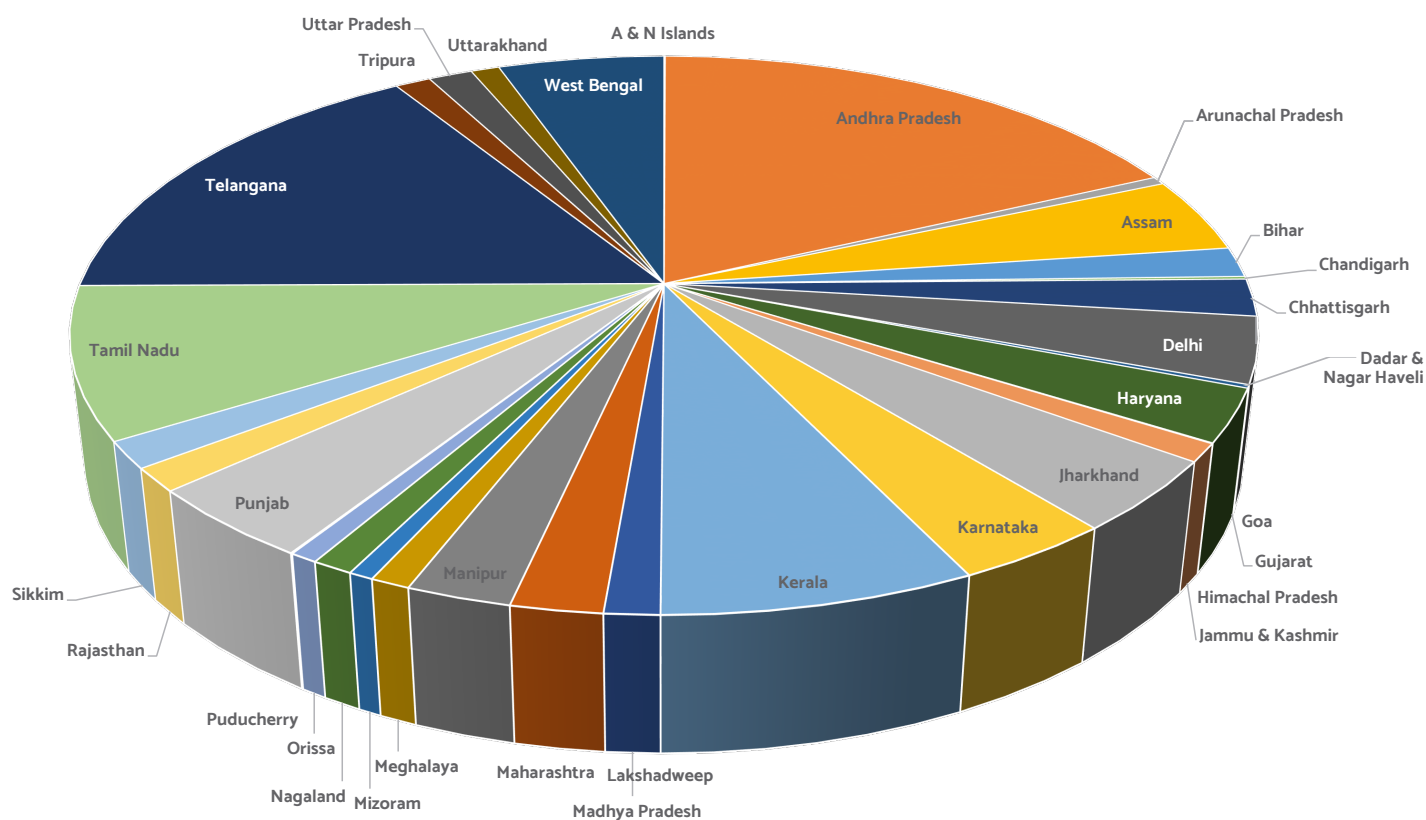
Table 7: Details of Programmes Delivered

S. No.	Title of the Programme	Number of Programmes	Number of Participants	Audience
1.	Kaushal Salah - Orientation Programme on DDU-GKY: Post PRN	11	260	CEOs of organisations with PRN, with staff who are responsible for application for DDU-GKY project
2.	Kaushal Pravesh - Induction Programme on DDU-GKY: with Projects	7	178	Operations Head, Quality Head, MIS Head, Finance Head, State Head of new PIAs / the above functionaries of DDU-GKY who have newly joined the PIAs
3.	Induction and Refresher Programme on DDU-GKY for SRLMs	1	24	SRLM officials
4.	Kaushal Praveen: ToT	17	317	PIA trainers
5.	Thematic Workshop on IT Platform: PFMS	6	186	Finance staff of SRLM and PIAs who take care of PFMS in their respective States
6.	Kaushal Pragati	1	13	SRLMs and PIAs
7.	Thematic Workshop on IT Platform: eSOP	2	21	SRLMs and PIAs
8.	Workshop on Quality Management	1	6	PIA (Quality Managers)
9.	Thematic Workshop on Centre Management	5	102	PIA (Centre Managers)
10.	Training on Instalment Release	5	93	SRLM and PIAs
11.	Kaushal Bharat	13	392	SRLM, PIA and CTSA
12.	Training on Appraisal and Finance	7	141	SRLM, PIA and CTSA
13.	Kaushal Panjee	7	265	SRLM and PIAs
14.	Other Trainings	22	598	SRLM, PIA and CTSA
Total		105	2596	



Graph 19: Programme-wise participation under DDU-GKY

The graph below provides State-wise participation of the above programmes delivered throughout the year



Graph 20: State-wise Participation in DDU-GKY Training Programmes

Kaushal Praveen, Training for Trainers of DDU-GKY on Skilling Methodology launched in December 2017 by NIRDPR, is a tool to enhance the quality of training for DDU-GKY candidates. This training was reloaded in 2019 by including the impact of poverty on learning abilities and to help trainees overcome the same during skill acquisition. The trainers undergo a pre-test and pre-workshop demo teaching (to gauge the existing delivery skills) and are made to deliver two teach-backs on the skilling methodology learnt during the three-day training.

Table 8: Highlights of Kaushal Praveen - 2019-20

Total Programme Conducted (2019-20)	Total Trained (in 2019-20)	States
17	317	Andhra Pradesh, Chhattisgarh, Jammu & Kashmir, Jharkhand, Kerala, Manipur, Sikkim

Every trainer imparted training through this programme, joins a virtual community of trainers on Telegram App through which mentoring by the master trainers take place and best practices in skill training are shared among trainers across the country.

5.2.5 Engagement with DDU-GKY Stakeholders and Sector Skill Councils

A conclave of the CEOs and COOs of SRLMs for DDU-GKY on the theme 'Placements: Challenges and Possibilities' was hosted by NIRDPR. Senior officials of the Ministry of Rural Development, State Rural Livelihood Missions, NABARD Consultancy Services and Sector Skill Councils participated in the event. The conclave suggested a unified platform of SSC, SRLM, MoRD and CTSA for placement and put forth that the PIAs and SRLMs should have dedicated placement cells. The conclave brought to fore that convergence is essential among different government line departments, wherever needed in States. A suggestion that the Bamboo Association in north-east can be leveraged for candidate placements was also made. Further, it was proposed that a comprehensive Skill Gap Analysis Framework needs to be developed centrally to be used by PIAs and States for assessing demand and training needs, accordingly.

5.2.6 Counselling Workshop

A three-day consultative Workshop on 'Vocational Counselling and Guidance for Retention of Rural Youth under DDU-GKY' was conducted at NIRDPR to design training programmes on vocational counselling and guidance. NIRDPR invited highly - experienced professors and practitioners from various parts of the country. A

writeshop on 'Counselling' was conducted to design the counselling module. A counselling framework was designed and each expert took initiatives to write chapters for the training.



5.2.7 Management Information System (MIS)

The Institute caters to information technology-related needs of DDU-GKY projects. The Institute is engaged in development and maintenance of applications which include Kaushal Bharat, Appraisal System, eSOP Learning portal, Rural Connect, Monitors' Application, ddugky.info portal and Document Management System (DMS). Various stakeholders are supported by providing data and reports related to DDU-GKY projects. These reports mostly reflect information pertaining to projects at National/State level.

The appraisal system application developed by the Institute is used by Project Appraisal Agencies (PAA) to assess and evaluate applications submitted by the prospective PIAs. The portal became live on 10th July, 2018. The system is well received as reflected in the following data:

The Kaushal Bharat application is a single countrywide platform that enables Ministry of Rural Development for end-to-end monitoring of DDU-GKY scheme - from mobilisation to training to placement and tracking. NIRDPR as a Central Technical Support Agency (CTSA) of DDU-GKY had undertaken the initiative of developing a comprehensive IT platform for DDU-GKY. As an outcome, under the guidance of MoRD, 'Kaushal Bharat' web application was developed by DDU-GKY, NIRDPR. It covers the real-time business process requirements of every stakeholder, covering all the themes under DDU-GKY. It even enables the monitoring agencies like MoRD, SRLM and CTSA to track, evaluate and mitigate lacunae in the programme at any juncture of a project. It intends to cover all the projects through their full life cycle.

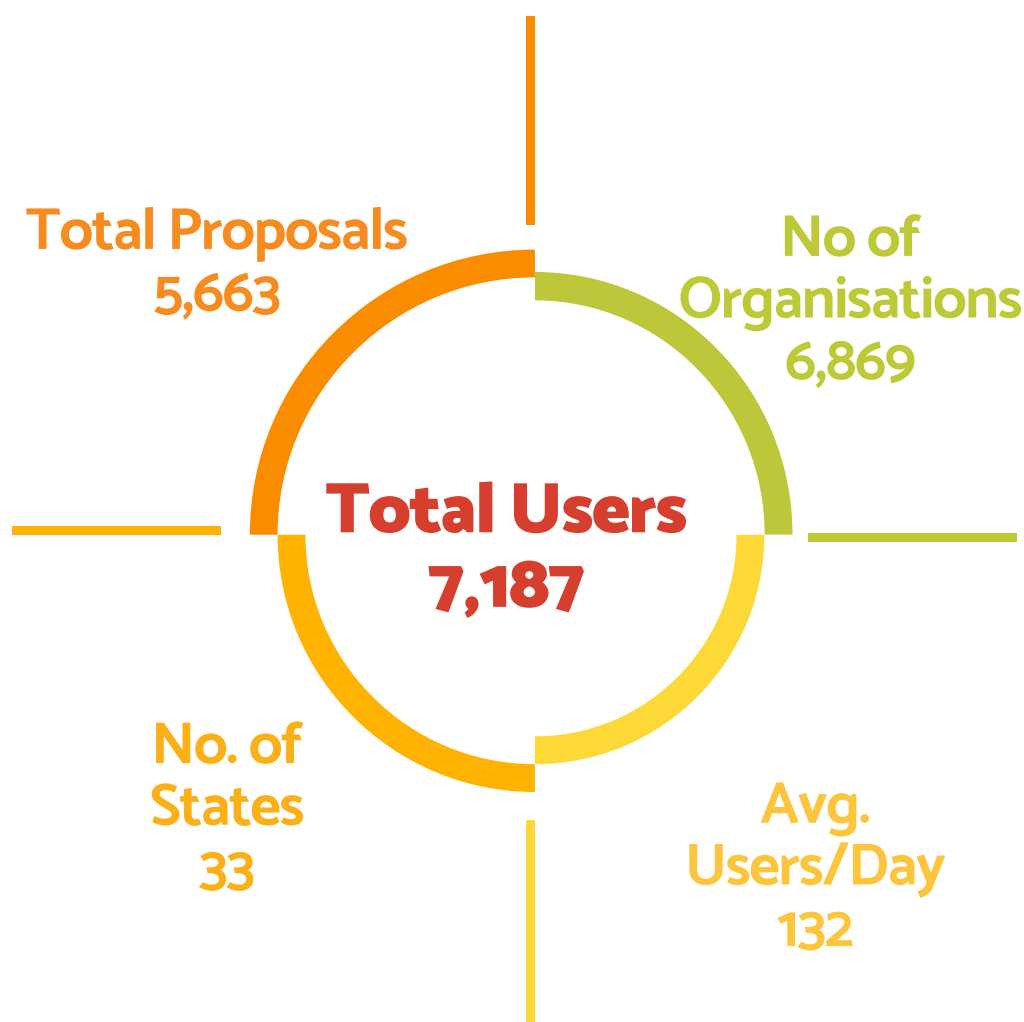
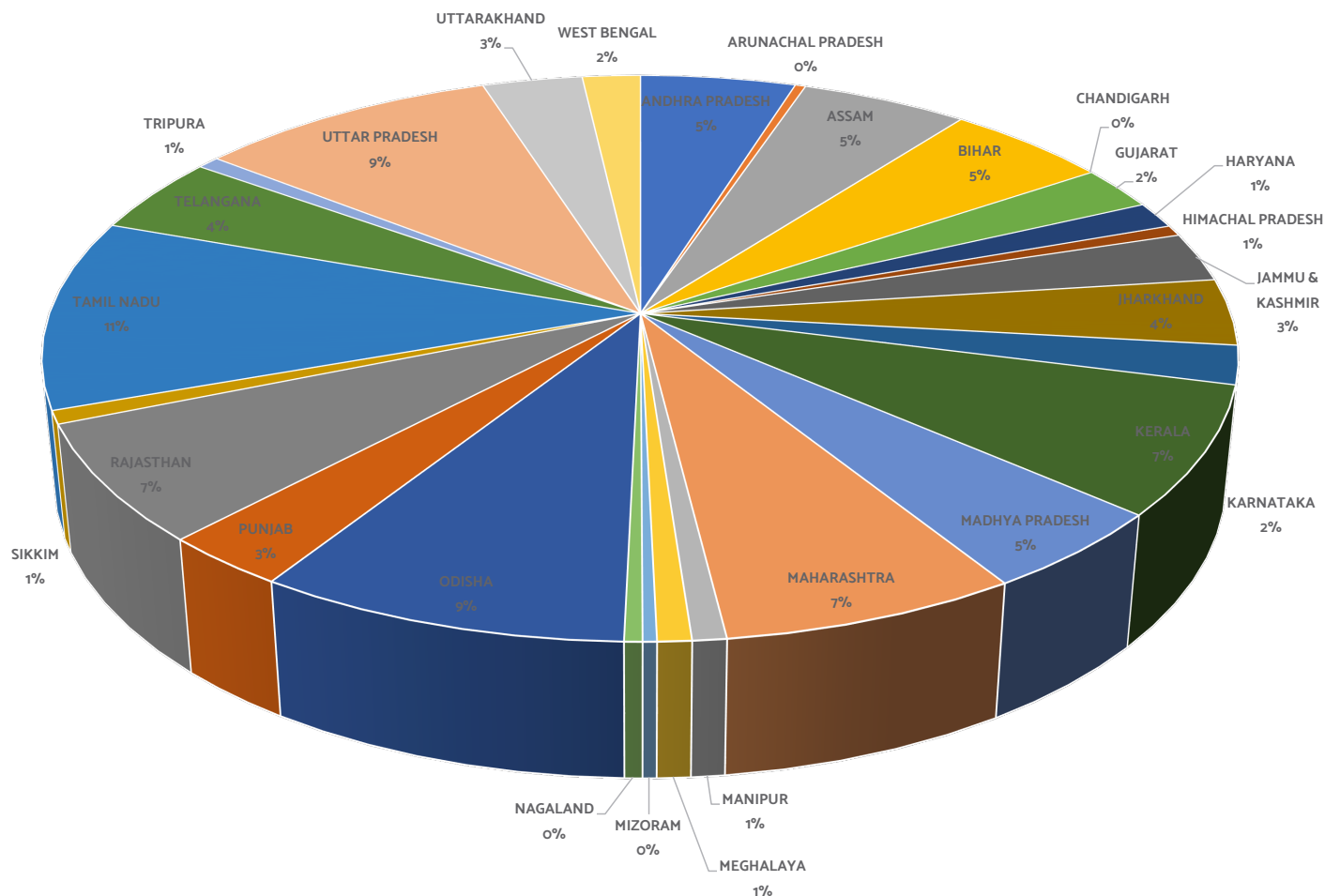
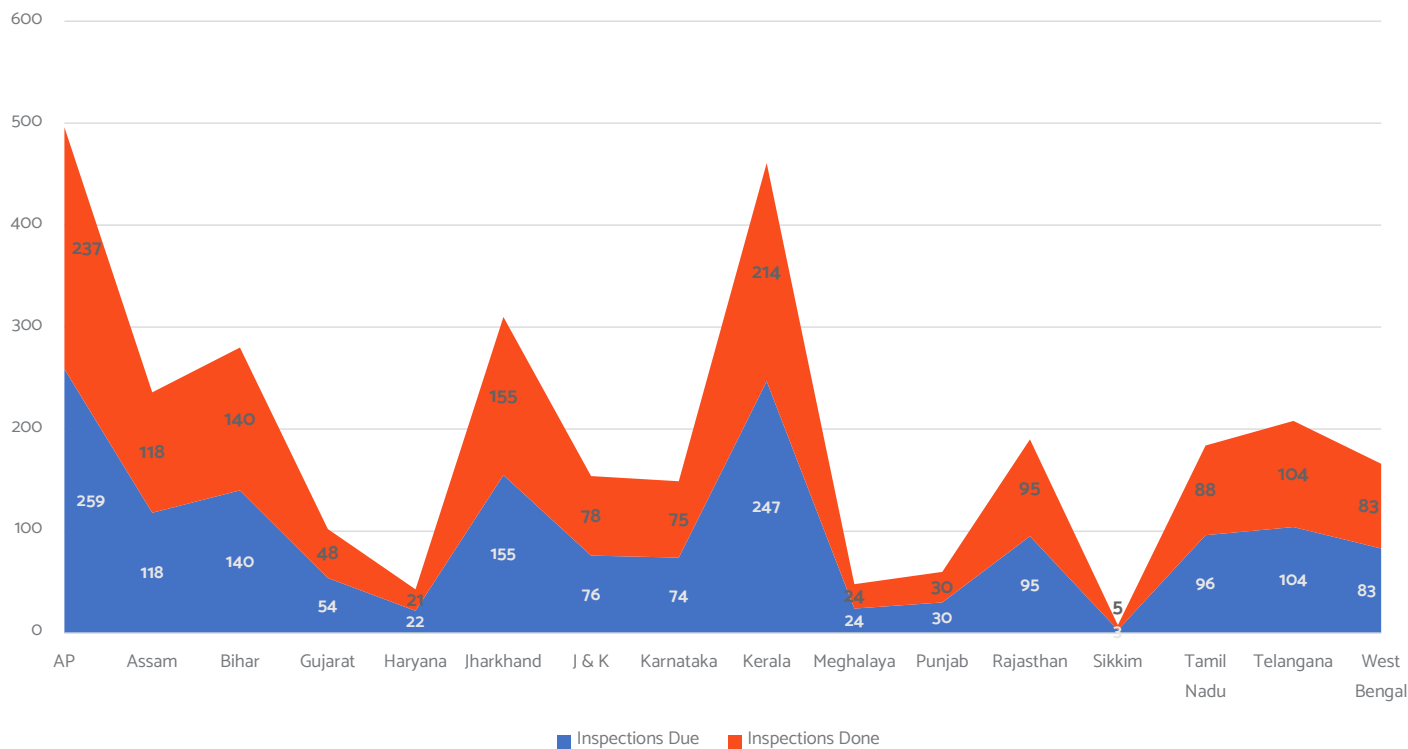


Figure 1: Usage of Appraisal System

The e-SOP Learning portal developed by the Institute is used by all the stakeholders involved in the execution of DDU-GKY. It is made mandatory for all the stakeholders directly involved in the implementation of the projects under DDU-GKY to be trained, assessed and certified on the important aspects of SOP. The status of usage of eSOP learning portal is given below:



Graph 21: Status of Onboarding of the Project by the States



Graph 22: Financial Verifications of DDU- GKY Projects Conducted by NIRDPR in 2019-20

5.2.8 Concurrent Financial Monitoring of DDUGKY Projects

As per SoP, NIRDPR has to conduct quarterly random audit of projects in the States. During the Financial Year 2019-20, NIRDPR conducted 172 verifications in 16 States as indicated in the graph below:

5.2.9 Appraisal of the Projects for DDU-GKY

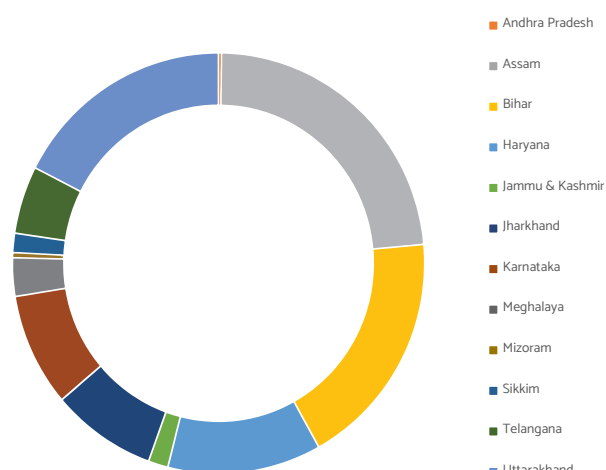
NIRDPR as an appraisal agency for DDU-GKY programme, emphasises on the selection of right PIAs and perfect concurrent monitoring throughout the country. The applications for DDU-GKY projects (including Roshni, Himayat and Sagarmala) of 11 States are appraised according to the process notified by MoRD. During the year 2019-2020, a total of 1,286 proposals were screened by the Institute.

Table 9: Appraisal Status of DDU-GKY Projects from 1st April 2019 – 3rd March 2020

Appraisal Status from 01/04/2019 TO 31/03/2020											
S. No.	Project State	Proposal Received	Additional Target/IS fee Rejected	Initial Screening			Qualitative appraisal				
				Recommended (Champion Employer)	Recommended (Non-Champion Employer)	Not Recommended	Recommended	Not Recommended	QA Exempted by State	Under process	QA fee not Paid
1.	Andhra Pradesh	3	0	0	1	2	1	0	0	0	0
2.	Assam	300	15	1	194	90	82	37	19	3	53
3.	Bihar	236	13	2	156	65	71	39	0	2	44
4.	Haryana	155	3	1	96	55	39	31	0	0	26
5.	Jammu & Kashmir	20	3	0	15	2	6	2	0	5	2
6.	Jharkhand	106	10	3	46	47	23	5	0	3	15
7.	Karnataka	112	4	3	55	50	24	9	0	0	22
8.	Meghalaya	38	0	0	26	12	7	11	0	0	8
9.	Mizoram	5	0	0	4	1	4	4	0	0	6
10.	Sikkim	19	2	1	11	5	6	1	3	0	1
11.	Telangana	67	5	0	48	14	32	8	0	1	7
12.	Uttarakhand	225	8	2	132	83	61	46	0	0	25
Grand Total		1286	63	13	784	426	356	193	22	14	209

5.2.10 Provision of Feedback on Project Performance

The SRLMs are expected to take the feedback on PIA performance in DDU-GKY projects before sanctioning the projects to the applicant PIAs. Therefore, the provision of feedback to the SRLMs on PIA's performance in existing projects of DDU-GKY is one of the decisive assignments of NIRDPR as the CTSA.



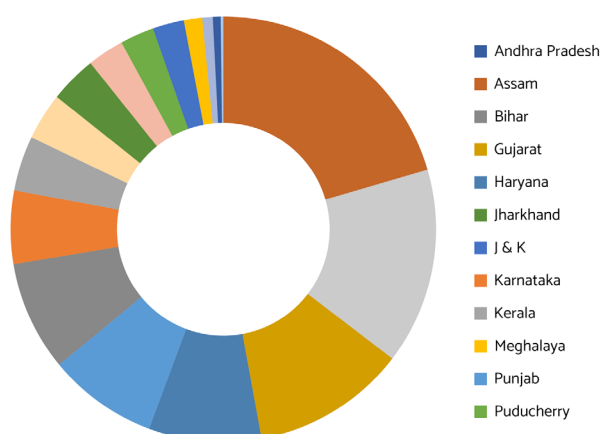
Graph 23: Status of Proposals Received for Appraisal from Different States

5.3 Rural Self-Employment Training Institutes (RSETI) Project

RSETI project of Ministry of Rural Development (MoRD) aims at mitigating socio-economic problems like rural poverty and unemployment among rural youth, underemployment of agricultural labourers and migration of rural population to urban centres. The vision and mission of MoRD is to have one RSETI building in every district as a centre of excellence to impart good quality skill training to the rural unemployed BPL (below poverty line) youth so as to enable them to become entrepreneurs by taking up self-employment ventures with the help of credit linkage from local banks.

NIRDPR is the nodal agency under MoRD for creation of RSETI infrastructure. NIRDPR is entrusted with the responsibility of receiving and processing the grant-aid request proposals submitted by various banks sponsoring RSETIs, recommending the proposals to MoRD for sanction, conveying Ministry's sanctions to banks and releasing the grant-aid funds to sponsor banks for construction of RSETI buildings.

NIRDPR assists the RSETIs in getting undisputed possession of land for construction of building, helps the RSETI's sponsoring banks in resolving various issues related to allotment of the land by district/State authorities and also helps in getting various clearances/approvals for the construction of buildings. The sponsor banks are also assisted and guided in completing the construction of RSETI buildings as per MoRD's guidelines. NIRDPR is also involved in conducting conclaves for RSETI directors, workshops for nodal officers of sponsor banks and liaison officers of States for reviewing status of land allotment and building construction, and providing necessary guidance to them for further process.



Graph 24: Feedback Provided to SRLMs by NIRDPR as CTSA

5.3.1 Inauguration of Award-winning ICICI-Jodhpur RSETI Building

A new eco-friendly RSETI building, sponsored by ICICI Bank was inaugurated on 11th September 2019 in Jodhpur. The building has been awarded a 'net zero energy - platinum' rating by Indian Green building Council (IGBC). This is a first of its kind building in the country to have received this coveted award. The land for construction was provided by the Government of Rajasthan, and National Institute of Rural Development and Panchayati Raj released a grant-aid of Rs. 1 crore, sanctioned by the Ministry of Rural Development, Government of India. The centre with capacity of 100+ trainees was inaugurated by Smt. Alka Upadhyaya, IAS, Additional Secretary, Ministry of Rural Development, Government of India.

Like all other RSETIs in the country, the ICICI Jodhpur RSETI building offers four main types of trainings as follows:

1. Agricultural courses like dairy farming, poultry and vermicomposting.
2. Product-oriented courses where the trainees acquire skills to make products like pappads, pickles, etc.
3. Process-oriented courses which enables the trainees to deliver services like mobile repair, two-wheeler and four-wheeler servicing, etc.
4. General EDP (Entrepreneurship development) courses in which entrepreneurial and behavioural skills are imparted to the candidates.

A one-day workshop was organised by the MoRD for all Executive Directors/General Managers from different banks sponsoring RSETIs in various districts of the country to provide them exposure on cost-effective and eco-friendly features of the building that can be replicated in RSETI buildings that are yet to be constructed.

5.3.2 Progress and Achievements of RSETI Project, NIRDPR in 2019-20

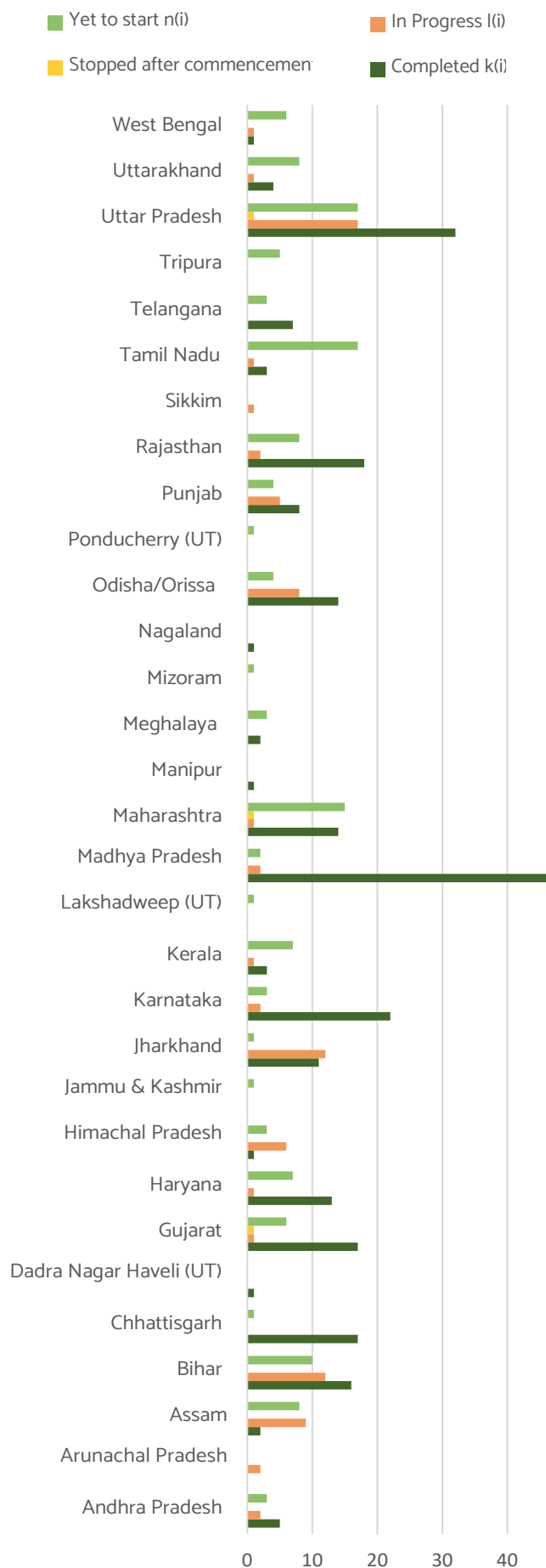
As on 31st March 2020, there are 585 functional RSETIs in the country, sponsored by various public and private sector banks. NIRDPR has cumulatively released an amount of Rs. 376.04 crore to 492 RSETIs, located in 28 States and 4 Union Territories.

During 2019-20, a sum of Rs. 13.92 crore has been released to 36 RSETIs and RSETI buildings have been fully constructed in 269 districts till date.

The number of RSETIs sponsored by different banks varies widely. While some banks like Oriental Bank of Commerce, Meghalaya Rural Bank and Tripura Gramin Bank have sponsored five or less RSETIs, other banks like State bank of India have sponsored more than 150 RSETIs all over the country.



→ The eco-friendly ICICI Jodhpur RSETI building constructed with MoRD's grant-in-aid



Graph 25- State-wise Status of Construction of RSETI Building as on 31st March 2020

5.4 Deendayal Antayodaya Yojana-National Rural Livelihoods Mission (DAY-NRLM)

Aajeevika - National Rural Livelihoods Mission (NRLM) was launched by the Ministry of Rural Development (MoRD), Government of India in June 2011 as a restructured version of Swarna Jayanti Gram Swarozgar Yojana (SGSY). The Mission aims at creating efficient and effective institutional platforms for the rural poor enabling them to increase household income through sustainable livelihood enhancements and improved access to financial services.

In November 2015, the programme was renamed as Deendayal Antayodaya Yojana (DAY-NRLM). A resource cell was created in 2012 at NIRPPR to facilitate various rural livelihood initiatives as well as cater to the capacity building needs of State Rural Livelihood Missions (SRLMs)

During the financial year 2019-20, major activities taken-up by the Institute were the induction-cum-immersion of newly-recruited staff of SRLMs, induction as-well-as refresher training of cadres in all verticals, SoP training, workshop on vision building and business development plan, bankers orientation, Bank Sakhi training, workshop on online loan application of Self-Help Groups (SHGs), Mahila Kisan Sashaktikaran Pariyojana (MKSP) evaluation, Joint Liability Group study, Livestock Module development workshop, workshop on gender integration, gender operational strategies, development of National Level Community Resource Persons (NCRP), issue of terms of reference to National Resource Persons (NRPs) to provide technical support to SRLM in layering activities, etc.

5.4.1 Capacity Building Initiatives during the Financial Year 2019-20

Various campus and off-campus training programmes were conducted during 2019-20. Apart from campus programmes, the Institute also extended support to various SRLMs to conduct needs-based programmes for their staff and other stakeholders, and also trained capacity building agencies, NGOs, bankers, PIAs, government officials, etc., under various thematic verticals.

a. Training on Institution Building and Capacity Building (IBCB)

Institution building and capacity building is a major component of the Institute for supporting State missions in capacity building of existing staff and new entrants, to create unanimity among SRLMs, in implementation and rolling out new initiatives.

During the financial year 2019-20, various capacity building training and workshops, i.e. SRLM staff induction, SOP training on governance and management of federations and workshop on Vision Building and Business Development Plan were organised. Seventy-four National-level Community Resource Persons (NCRPs) were also trained to support SRLMs in development of Model Cluster Level Federations.

A total of 101 campus and off-campus trainings, workshops, induction and review programmes were organised under the theme 'Institutional Building and Capacity Building'. It was attended by 4,746 participants from 16 States -Jharkhand, Punjab, Bihar, Rajasthan, Goa, Karnataka, Chhattisgarh, Haryana, Madhya Pradesh, Telangana, Himachal Pradesh, Uttarakhand, West Bengal, Maharashtra, Tamil Nadu, Kerala and the UT of Puducherry.

b. Training on Theme of Gender

During 2019-20, one campus and two off-campus workshops and nine off-campus training programmes were organised in which 309 participants from 15 States, namely Andhra Pradesh, Telangana, Karnataka, Tamil Nadu, Kerala, Odisha, Chhattisgarh, Jharkhand, Madhya Pradesh, Assam, Meghalaya, Manipur, Arunachal, Uttar Pradesh, Sikkim and the UT of Jammu and Kashmir participated. The NRPs were deputed to SRLMs for planning and conducting various capacity building activities for staff, cadres, leaders and members of CBOs.

c. Training on Theme of Food, Nutrition, Health, Water, Hygiene and Sanitation (FNHW)

In line with the POSHAN Abhiyaan, the Institute is supporting all the States to take-forward the FNHW initiative with the support of NRPs. During 2019-20, six NRPs were deployed to nine States, namely Haryana, Himachal Pradesh, Maharashtra, Uttar Pradesh, Karnataka, Tamil Nadu, Manipur, West Bengal and Sikkim. The focus was on the components of food, nutrition, sanitation, institutional deliveries, water and wash. The training was percolated to the level of the SHGs to ensure that the VO-SAC follow-up on each issue of malnourishment, immunisation, etc., were addressed.

d. Training on the Theme of Financial Inclusion

In 2019-20, various activities were taken-up like Bankers' Orientation Programme, Bank Sakhi Training, SHG Bank Linkage Online Submission of application for SHG credit linkage, e-Learning modules for Financial Inclusion, ToT on Online Loan Application System, etc. During 2019-20, the

Institute organised a one-day orientation programme for bank officials in 10 States, viz. Telangana, Maharashtra, Chhattisgarh, Rajasthan, Gujarat, Haryana, Punjab, Tamil Nadu, Uttar Pradesh and Uttarakhand, covering 12,658 participants in 172 batches. Two e-learning modules (SHG-Bank linkage and Opening of SB Account) on financial inclusion were also developed. Six hundred and seventy-three 'Bank Sakhis' from five States, viz. Uttarakhand, Punjab, Gujarat, Madhya Pradesh and Haryana were also trained on the theme of financial inclusion.

e. Training on Livelihood

The Institute took-up various capacity building activities at the State and district level in the year 2019-2020 to address the training needs of SRLMs, support National Mission Management Unit (NMMU), SRLMs, and developed a standard operating procedure, module preparation, studies and documentation of best practices.

Under farm livelihood, the Institute supported SRLMs in training and capacity building of community resource persons on agro-ecological practices, agriculture, livestock, value chain, farmer producer groups, and farmer producer organisations, and deployed NRPs for MKSP evaluation, documentation of best practices, induction of staff, etc.

Under non-farm livelihood, the Institute organised a regional ToT at NIRDPR Hyderabad for Maharashtra and southern States in Kolkata for West Bengal and north-eastern States and at Bihar for the rest of the States. A total of 201 trainers including BPMS, CRP EPs have been trained.

5.4.2 Studies Conducted

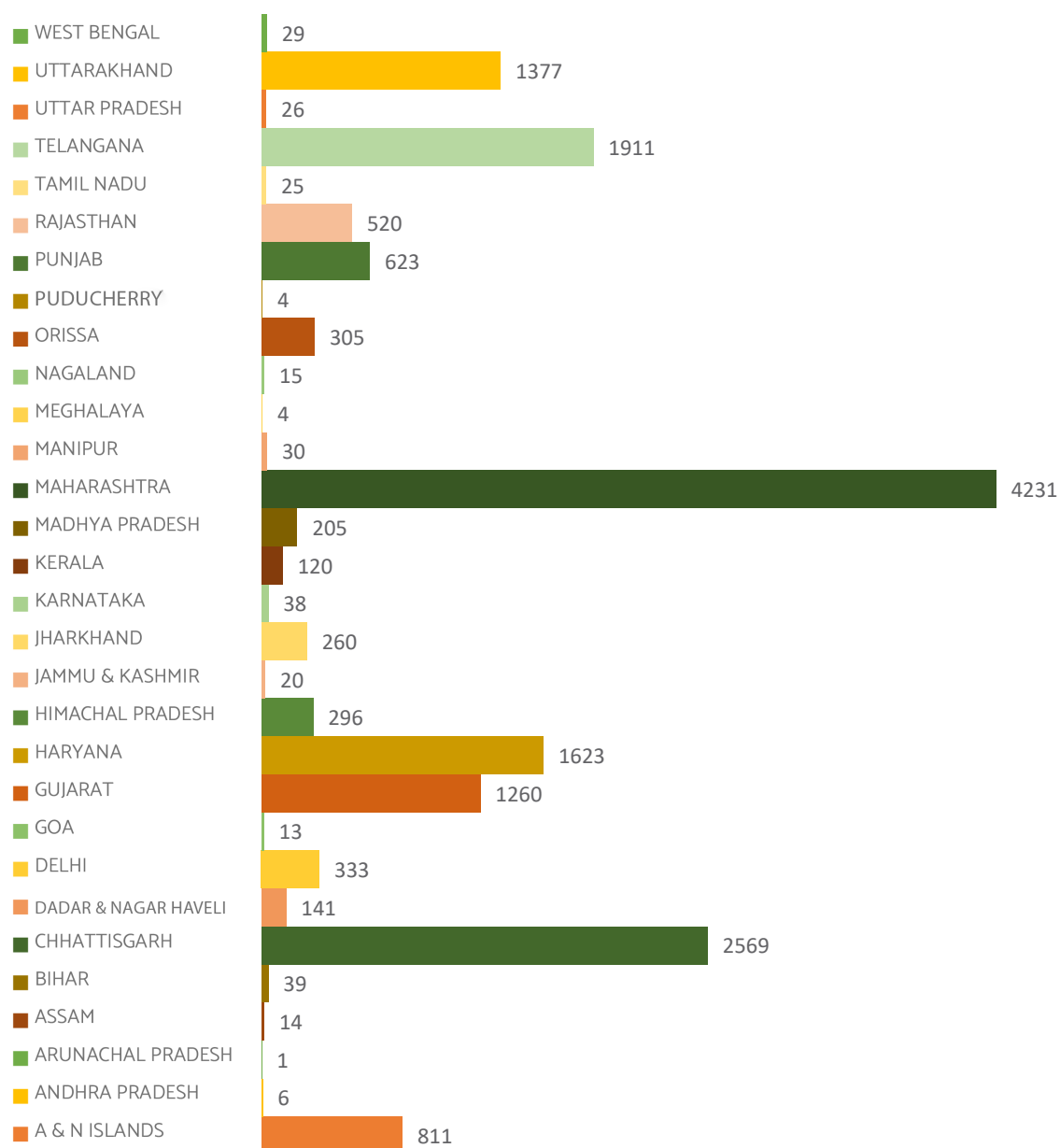
Various studies were also undertaken by the Institute, viz. value-chain study on mangoes at West Singhbhum of Jharkhand, assessment study on SGSY Special Project at Maharashtra and final evaluation of NRLM special project in four blocks at Sundarban region in South 24 Parganas of West Bengal.

The Institute also conducted a total of 340 training programmes, and workshops under NRLM which covered 16,849 participants from different States and union territories across India.



Table 10: Training and Workshops Organised during 2019-20

Theme	Campus Training	Campus Workshops	Off Campus Training	Off Campus Workshops	Total
IBCB	12	3	83	3	101
Financial Inclusion	2	0	185	1	188
Farm Livelihoods	1	4	17	6	28
Gender	0	1	9	2	12
HR	2	0	8	0	10
Non-Farm Livelihoods	1	0		0	1
SISD-FNHW	0	0		0	0
TOTAL	18	8	302	12	340



Graph 26: State-wise Participation under Various NRLM Training Programmes

Chapter

6

ACADEMIC PROGRAMMES





The Institute in its approach to develop a cadre of young rural development management professionals in the country started academic programmes. One-year residential Post-Graduate Diploma Programme in Rural Development Management (PGDRDM) was started in the year 2008 with a capacity of 50 students per batch. In the year 2018, the Institute introduced a two-year full-time Post Graduate Diploma in Development Management-Rural Management (PGDM-RM) programme with the approval from AICTE, New Delhi.

The Institute started distance education programmes in 2010 with a one-year Post-Graduate Diploma Programme in Sustainable Rural Development (PGD-SRD), initially, in collaboration with the University of Hyderabad (UoH). Subsequently, the Institute launched a Post-Graduate Diploma Programme in Tribal Development Management (PGD-TDM) in 2012 and a Post Graduate Diploma Programme in Geo-spatial Technology Application in Rural Development (PGD-GARD) in August, 2014. The above three programmes are approved by AICTE, New Delhi. In the year 2018, the Institute introduced another diploma programme on 'Panchayati Raj Governance and Rural Development' in collaboration with the University of Hyderabad.



Graph 27: Types of Academic Programmes Offered by NIRDPR

The National Institute of Technology (NIT), Arunachal Pradesh launched an M.Tech (Appropriate Technology and Entrepreneurship Practice) programme as a self-sponsored course in 2013-14 in collaboration with the National Institute of Rural Development and Panchayati Raj (NIRDPR), Hyderabad.

6.1 Regular Post Graduate Diploma Programmes

6.1.1 Post Graduate Diploma in Rural Development Management (PGDRDM) Programme

The 17th batch of one-year PGDRDM commenced from 26th June, 2019 with a total enrolment of 31 students. The students were selected through All India entrance examination along with group discussion, followed by a personal interview. These students are from different parts of India, viz. 2 from Central India, 14 from Southern India, 2 from Northern India, 7 from Eastern India, 2 from Western India. Four international in-service students sponsored by CIRDAP from Fiji, Myanmar, and Indonesia are pursuing the programme. As on 31st March, 2020, the first two trimesters have been completed and the third/final trimester will be completed by July 2020.

6.1.2 Post Graduate Diploma in Management – Rural Management (PGDM-RM) Programme

The second batch of the PGDM-RM commenced from 22nd June, 2019 with 21 students. The students were selected on merit basis, depending on their performance in the All India Management Aptitude Tests, followed by group discussion and personal interviews. About 20 per cent of the students are from sciences (like agriculture, horticulture, veterinary sciences), 20 per cent students from Arts and remaining 60 per cent represent professional courses like management, engineering, commerce, etc. Presently, the students are pursuing Organisational Internship. As on 31st March, 2020, the first two trimesters have been completed and the remaining four trimesters will be completed by June 2021.

The first batch of PGDM-RM, which started in August 2018 with 18 students, is currently in progress. Currently, the students are continuing with the sixth and last trimester, i.e. project work, which will be concluded by July 2020.

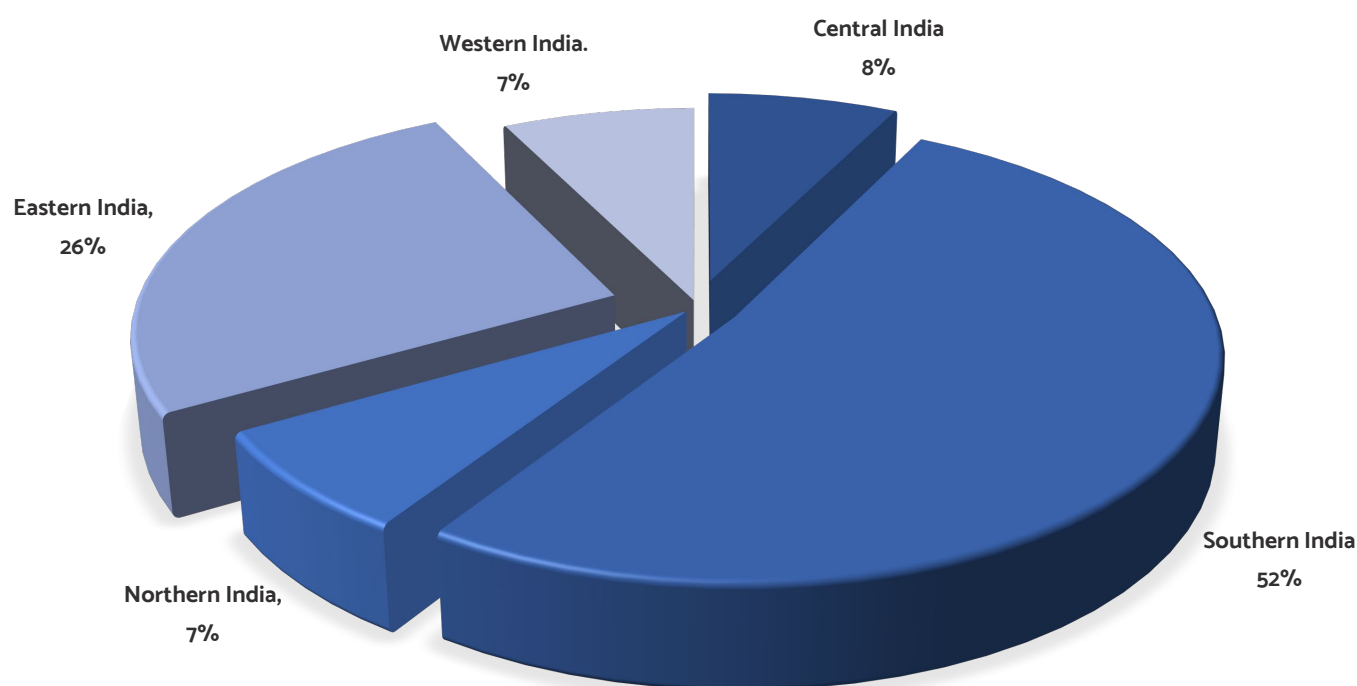


Figure 2: Composition of Batch 17 PGDRDM Programme

a. Rural Organisational Internship for Residential Programme

An eight-week Rural Organisational Internship was organised for PGDRDM batch-17 and PGDM-RM batch-2 students in February 2020 to sensitise students to the hardcore problems of the rural society and its dynamics. The field attachment component focuses on institutions, organisational structures, organisational culture, management systems, HRD, finance, production processes, marketing, value addition, etc. The fieldwork was undertaken with organisational attachment to (i) ICICI Foundation (ii) MPSRLM (iii) Dhan Foundation (iv) SRLM - Uttarakhand (v) SRLM - Uttar Pradesh (vi) SRLM - Haryana (vii) SERP - Telangana (viii) Gram Vikas (ix) Akshara Livelihoods (xii) SRLM - Rajasthan (xiii) ICICI RSETI (xiv) MYRADA (xv) SRLM - West Bengal (xvi) SRLM - Jharkhand (xvii) Aga Khan Rural Support Programme (xviii) SRIJAN (xix) Qness Corp (xx) RYSS.

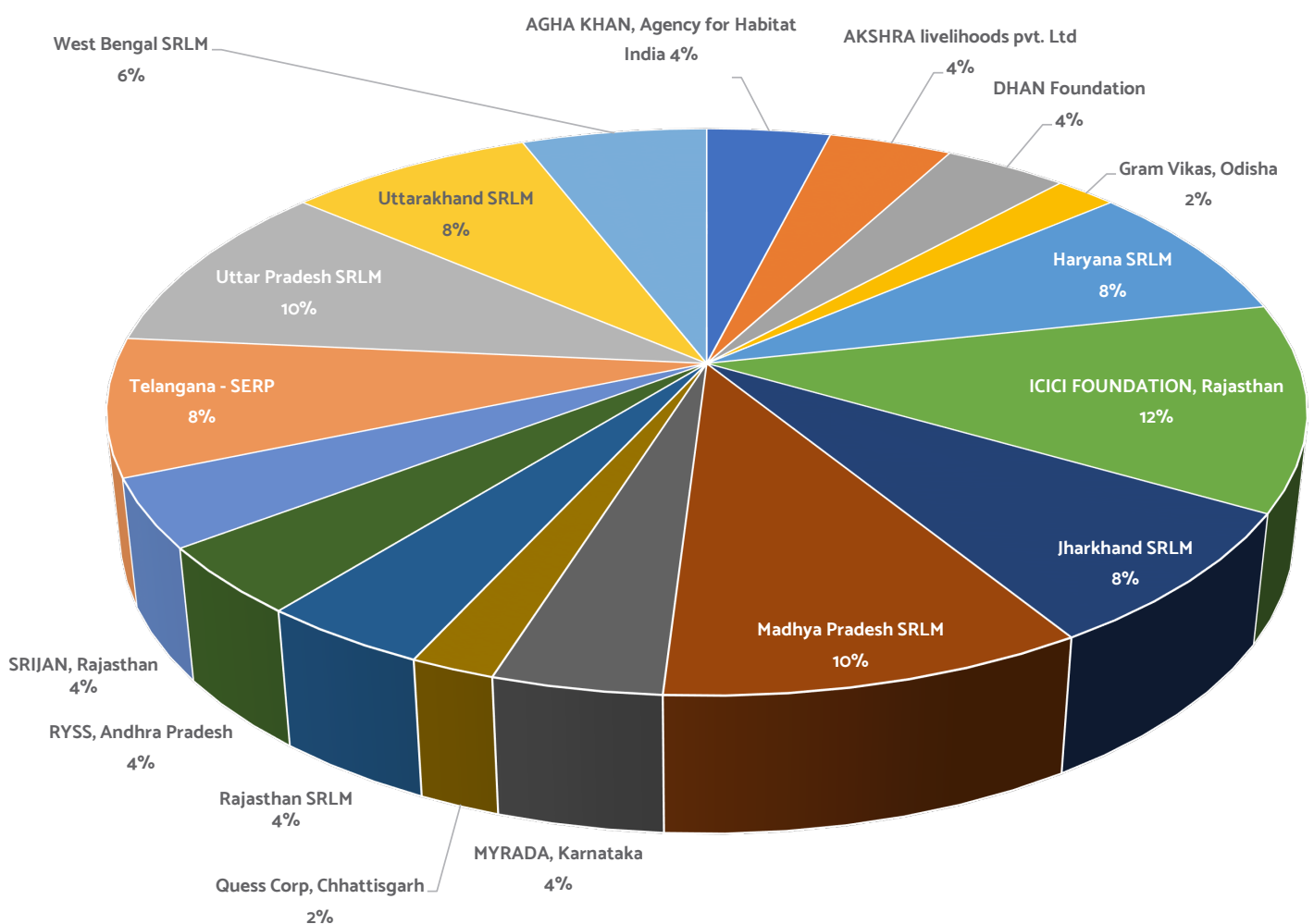


Figure 3: Internship Details of Students Pursuing Residential PG programme

b. Campus Placements of Batch-16 PGDRDM Programme

The Institute takes the credit of 100 per cent placement for the students of Batch 16 of the PGDRDM programme, who graduated from the Institute in August 2019. The placements were provided to all 34 students in the following eight organisations: (i) Jharkhand State Livelihoods Promotion Society (ii) Odisha Livelihood Mission, (iii) Madhya Pradesh State Rural Livelihoods Mission, (iv) Uttarakhand SRLM (v) SERP-Telangana, (vi) Akshara Networks (vii) ICICI - RSETI and (viii) Karnataka SRLM.

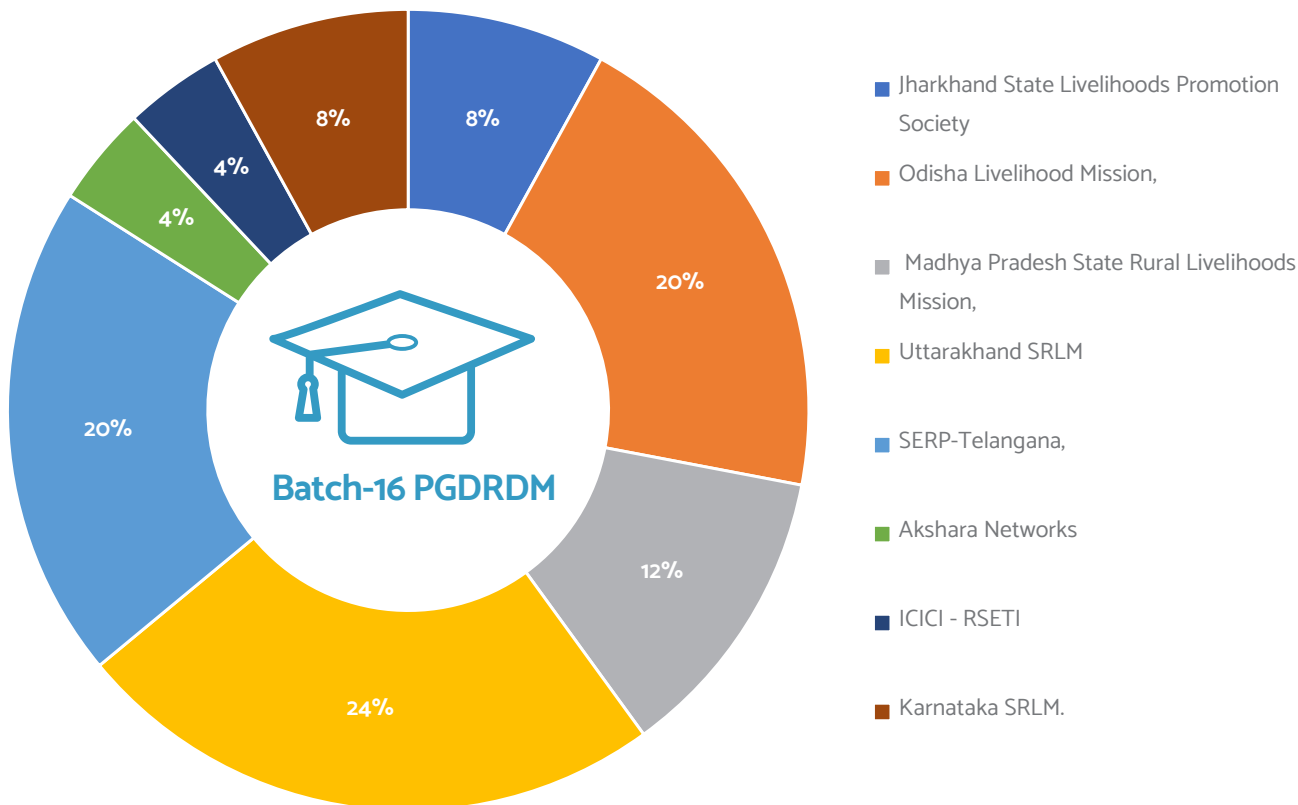


Figure 4: Placement Details of PGDRDM Batch - 16 Students

c. Convocation of Batch-16 PGDRDM Programme

Diploma Awarding Ceremony of Batch 16 PGDRDM programme was held on 9th August, 2019. Ms. Neela Gangadharan, IAS (Retd.), Former Chief Secretary, Government of Kerala, was the Chief Guest of the Occasion.

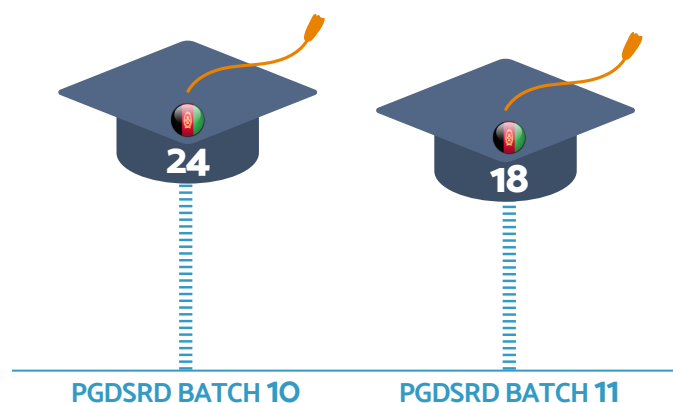
Dr. W. R. Reddy, IAS, Director General & Chairman, Academic Committee, NIRDPR, PGDRDM presided over the Diploma Awarding Ceremony.

Smt. Neela Gangadharan, Former Chief Secretary, Government of Kerala awarding the certificate along with Dr. W.R. Reddy, IAS, DG, NIRDPR during the 16th Convocation of the PGDRDM course graduates



6.2. Collaborative Two-Year M.Tech. Programme on Appropriate Technology & Entrepreneurship (ATE)

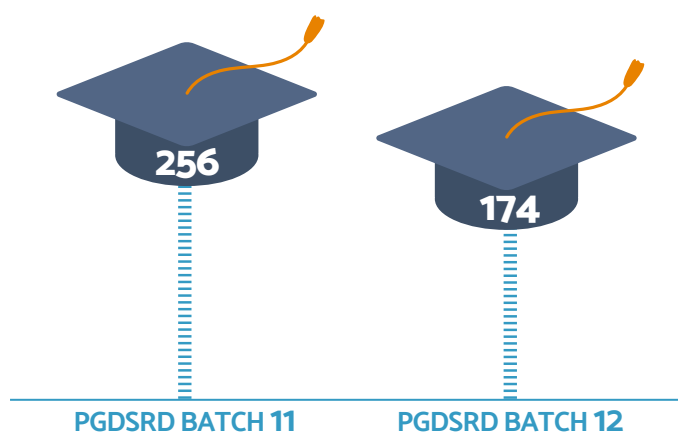
The National Institute of Technology (NIT), Arunachal Pradesh has collaborated with the Institute for offering a two-year M.Tech. Programme on Appropriate Technology and Entrepreneurship (ATE). Currently, the sixth batch of M.Tech. is in progress. Two students from 3rd and 4th semesters are pursuing the programme which will conclude in June 2020. At NIRDPR, the students have been given exposure on establishing enterprises like Online Tailoring Services and Online Services of Purohits.



Graph 28(b): Enrolment of Students for Batch-10 and Batch-11 PGDSRD Programme at AIRD, Afghanistan

6.3 Distance Education Programmes

6.3.1 Post Graduate Diploma in Sustainable Rural Development (PGDSRD)



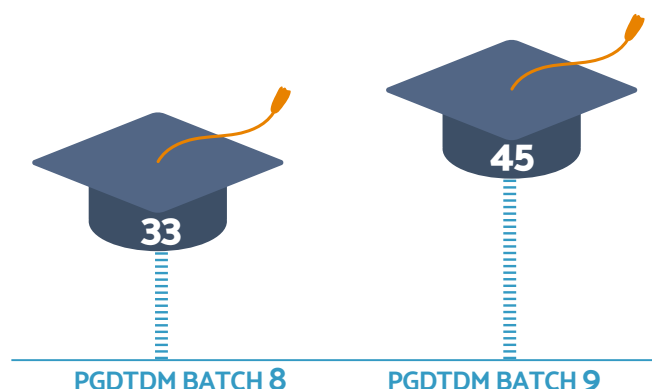
Graph 28(a): Enrolment of Students for Batch-11 and Batch-12

The 18-month AICTE-approved PGDSRD Batch-11 programme (distance mode) is under progress with 256 students. The duration of this programme is from January 2019 to June 2020. The contact classes and First Semester end examinations were conducted from 10th-18th July, 2019 and the Second Semester was conducted from 22nd to 28th December, 2019. Currently, the students are continuing with 3rd semester project work. PGDSRD Batch-12 started in January 2020 with the admission of 174 students.

In addition, the Institute also admits students for the course from Afghanistan and the same is facilitated through Afghanistan Institute of Rural Development (AIRD), Kabul. The contact classes are held at Kabul and the faculty members from NIRDPR are deployed to take classes. The programme is of one-year duration. The 10th batch of the PGDSRD programme started in January, 2019. Twenty-four students joined the programme and appeared for 1st and 2nd semester examinations. A batch of 18 students joined the 11th Batch PGDSRD programme at Afghanistan Institute of Rural Development (Afghanistan), which commenced in January 2020 and they are continuing with the programme.

6.3.2 Post Graduate Diploma in Tribal Development Management (PGDTDM)

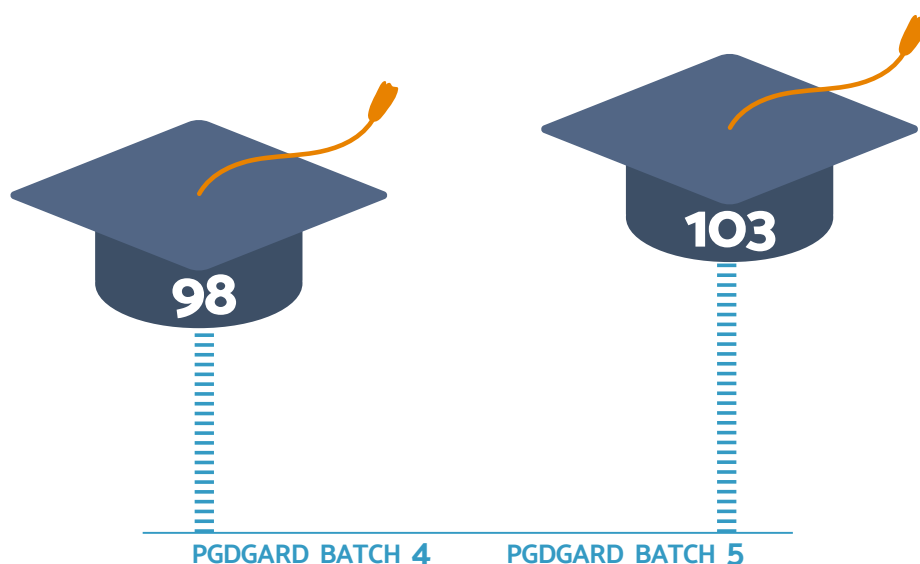
The 18-month AICTE-approved PGDTDM Batch-8 commenced from January 2019. There are 33 students in this batch. The contact classes and first semester end examinations were conducted from 10th to 18th July, 2019 and the second semester contact classes and examinations were conducted from 22nd to 28th December, 2019. Currently, the students are continuing with the third semester project work. PGDTDM, Batch-9 started from January 2020 with the admission of 45 students.



Graph 29: Enrolment of Students for Batch-8 and Batch-9 PGDTDM Programme

6.3.3 Post Graduate Diploma in Geospatial Technology Applications in Rural Development (PGDGARD)

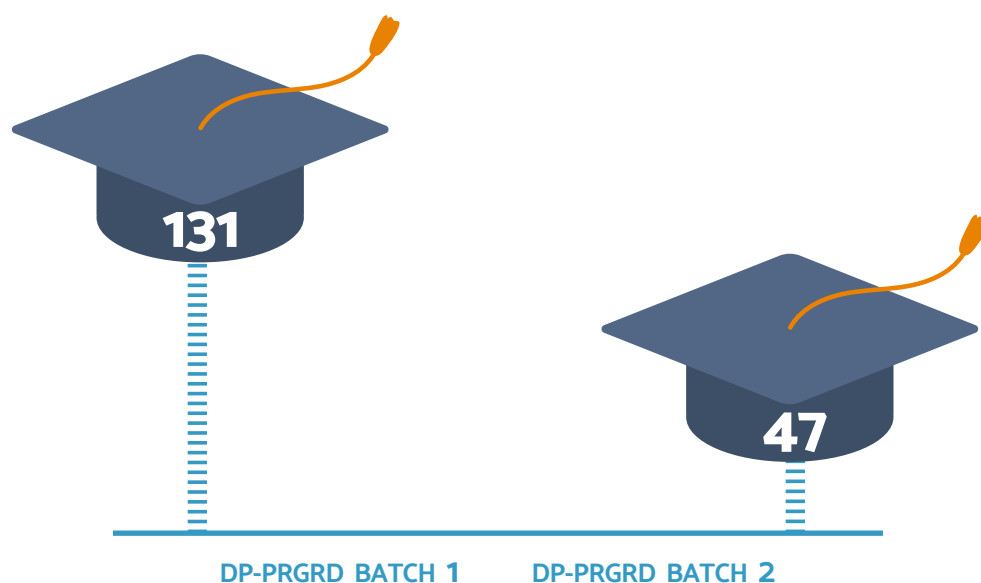
The 18-month AICTE approved PGDGARD Batch-4 that commenced from January, 2019 is currently in progress. There are 98 students in this batch. The contact classes and first semester end examinations were conducted from 24th June to 6th July, 2019 and the second semester contact classes and examinations were conducted from 26th December, 2019 to 4th January, 2020. Currently, the students are continuing with the third semester project work. The Batch-5 of PGDGARD started in January 2020 with an enrollment of 103 students.



Graph 30: Enrolment of Students for Batch-4 and Batch-5 PGDGARD Programme

6.3.4 Diploma Programme on Panchayati Raj Governance and Rural Development (DP-PRGRD) in collaboration with University of Hyderabad

The Batch-1 of one year DP-PRGRD programme started in January 2019 and was completed in December 2020. There were 131 students in this batch. The contact classes and first semester end examinations were conducted from 10th to 18th July 2019 and the second semester contact classes and examinations were conducted from 15th- 21st February, 2020. The second batch of DP-PRGRD commenced from January 2020 with an enrollment of 47 students.



Graph 31: Enrolment of Students for Batch-1 and Batch-2 DP-PRGRD Programme



7 SPECIAL FOCUS ON NORTH-EASTERN REGION





The North Eastern Regional Centre of the National Institute of Rural Development and Panchayati Raj (NIRDPR-NERC) was established in July 1983 at Guwahati with the aim to orient its training and research activities to the specific needs and potentials of North-Eastern States of India.

The North Eastern regional centre :



Conducts training programmes, conference, seminars and workshops for senior development executives.



Undertakes, aid, promote and coordinate research on its own or through other agencies.



Analyses and provide solutions to problems encountered in the planning and implementation of the programmes for rural development, natural resource management, decentralised governance, IT applications, Panchayati Raj and related issues.



Disseminates information through periodicals, reports and other publications in furtherance of the basic objectives of the Institute.

7.1 Training Highlights: 2019-20

A total of 51 programmes, including training sessions, workshops and seminars, were conducted by NIRDPR-NERC during 2019-20 involving 1,753 participants with an average participation of 33 participants per programme. The average female participation per programme stood at around seven.

Of the total programmes conducted, 32 were on-campus programmes while 21 were off-campus programmes conducted across SIRDs and other institutes and organisations of the region.

Table 11: Participants' Details in Different Training Programmes

S. No.	Categories of participants	No. of Participants in Each Category
1	Government officials	1,426
2	ZP/ PRIs/VDB/VC functionaries	20
3	Scholars from National & State level Institutes	74
4	Faculties/officials from Universities/Colleges	56
5	Others: PSU/VO/Bankers/Individuals, etc.	177
TOTAL		1,753

Table 12: Participation from NE States for Different Programmes

S. No.	State	No. of Participants
1	Arunachal Pradesh	55
2	Assam	454
3	Manipur	236
4	Meghalaya	187
5	Mizoram	203
6	Nagaland	299
7	Sikkim	48
8	Tripura	123
TOTAL		1,605

Table 13: Participation from Rest of India Excluding NE States

S. No.	State	No. of Participants
1	Bihar	3
2	Delhi	24
3	Goa	1
4	Gujarat	1
5	Jharkhand	2
6	Karnataka	3
7	Maharashtra	20
8	Odisha	3
9	Telangana	10
10	Uttarakhand	66
11	West Bengal	15

During 2019-20, major themes of different training programmes were:

- ▶ Rural Livelihoods
- ▶ Village Development Plan Preparation
- ▶ Food Processing
- ▶ Public Financial Management System
- ▶ Digital Payment Systems
- ▶ Promotion of Sustainable Farm Sector Livelihoods and Enterprises
- ▶ Gender Budgeting for Gender Equality in Rural Areas
- ▶ Geospatial Technologies for Planning and Management of PMGSY Roads
- ▶ GIS-Based GP Planning
- ▶ e-Governance
- ▶ Open Source ICT applications
- ▶ Training Methodologies and Communication Skills
- ▶ Skill Development in Farm Sector
- ▶ Gram Panchayat Development Plan
- ▶ Computer Security and Digital Hygiene





NDRF team demonstrating life-saving techniques

7.2 Collaborative Programme on Disaster Risk Reduction

The North Eastern Regional Centre (NIRDPR-NERC) of the Institute collaborated with National Institute of Disaster Management (NIDM), Ministry of Home Affairs, Government of India conducted two programmes- Integrating Disaster Risk Reduction and Climate Change Resilience into Rural Development Policies and Programmes and Child Centric Disaster (CCR) Risk Reduction.

The programme on Integrating Disaster Risk Reduction and Climate Change Resilience into Rural Development Policies and Programmes was designed covering the basic concepts of disaster management and analysing different stages of the disaster management. The programme emphasised on core topics such as integrating institutional framework of disaster management and rural development and role of village disaster management plan and formulation of Village Disaster Management Committees (VDMC) and Disaster Management Teams (DMTs). Besides, sessions on role of PRIs in addressing challenges of disasters, climate change, environment and sustainable development were included.

In total, 43 middle-level functionaries participated in the programme representing various line departments including revenue, rural development, health, agriculture and animal husbandry, etc., dealing with the subject of disaster management concerns from all the North-Eastern States.

The Programme on Child-centric Disaster Risk Reduction was organised to address the increasing vulnerability of children from climate change and natural disaster and enhance capacities of children in risk-informed programming and encourage child participation in disaster risk reduction. The programme also focussed on addressing school safety issues and child-centric disaster risk reduction programmes.

This programme was attended by 45 officials representing the State Disaster Management Authority (SDMA), District Disaster Management Authority (DDMA) and other line departments, especially education.

7.3 Highlights of Research Interventions during 2019-20

Altogether, ten research studies under the categories of NIRDPR and Consultancy, Action Research were undertaken during 2019-20 of which three are completed and seven are in various stages of completion.

7.4 Internship

The faculties of NIRDPR-NERC guided a good number of M.Sc/M.Tech/MSW/MA students from different colleges and universities of the region. The students learnt tools and techniques in the areas of GIS, remote sensing and GPS and also enhanced their knowledge and skills in the design of field data schedules, field data collection, analysis, project planning and report writing.

Dissertation work and internship of the following University/ college students was completed during the year 2019-20:

- ▶ M.Tech students of Assam Engineering College, Guwahati
- ▶ MSW students of Mahatma Gandhi University, Meghalaya
- ▶ MA Rural Development Students of Mahatma Gandhi University, Meghalaya
- ▶ MSC Geography students from Cotton University, Guwahati, Assam
- ▶ MA Geography students from University of Science and Technology, Meghalaya
- ▶ Central University of Karnataka



Participants visiting the frequently flood-affected village in Mayong Block, Assam

7.5 Activities of NRLM-Resource Cell, NIRDPR-NERC, Guwahati

The North-East centre of the Institute caters to the capacity building needs of the SRLMs of the North-East region. During the financial year 2019-20, major activities taken up were training programmes and workshops to meet the capacity building needs of SRLMs; induction training of the newly recruited staff of SRLMs; training and exposure of State community cadres and bank officials' on SHG-bank linkage.

7.5.1 Key Achievements of NRLM Cell, Guwahati during the Financial Year 2019-20

NRLM Resource Cell conducted 52 programmes covering a total of 1,672 participants (including 918 women participants) during the period from April 2019 to March 2020. A total of 24 off-campus, 23 on-campus and five NMMU coordinated programmes were conducted involving participants from West Bengal, Odisha, Delhi, Kerala and all NE-SRLMs. Apart from these 52 programmes, the Institute supported NE-SRLMs in various capacity building programmes by deploying 15 NRPs in States of Meghalaya, Assam and Mizoram.

A total of 31 programmes were conducted on Institution Building & Capacity Building, Social Inclusion and Social Development, 5 programmes on Financial Inclusion, 11 programmes on Livelihoods and 5 meetings including review workshops were held during the FY 2019-20. The following are the details of the programmes:



a. Institution Building and Capacity Building, Social Inclusion and Social Development

i. Induction and Orientation of Newly-recruited Staff:

A total of five induction programmes were conducted during the period attended by 180 newly recruited staff from Sikkim, Meghalaya, Assam, Manipur and Mizoram. The objective of the programme was to orient the newly recruited staff on NRLM processes.

ii. **Training related to Village Federation:** A total of six training programmes were conducted related to primary-level federation, attended by 145 participants. The objective was to train the trainers on the concept, need, formation process, constitution, types, and roles and responsibilities of Village Organisation (VO) sub-committees. There was a ToT for the VO facilitator for consolidating SHG member-level vision at VO General Body (GB) meeting.

iii. Training and workshop on Gender, Food Nutrition Health and WASH (FNHW) and Social Inclusion:

There were 11 programmes, including training, refresher course, recce visits, field demonstration and



workshops related to gender, FNHW and social inclusion. Two FNHW training programmes, attended by 67 participants (31 females) were organised to orient the staff on the importance of food, nutrition, health and sanitation and WASH intervention in the project villages. Two recce visits were taken up to understand the kind and extent of gender issues, challenges and inequalities in society in Garo hills district of Meghalaya.

iv. Training and Workshop related to model Cluster Level Federation (CLF):

A total of 4 training programmes and workshops conducted related to formation, strengthening, management and registration of model CLF for Assam and Meghalaya SRLM. A total of 260 (female 199) participants attended the programme. The objectives of the programme were to form new CLFs and also strengthen the model CLF for supporting village organisation and SHGs.

v. Training on Micro Credit Plan Preparation:

A total of 5 MCP training programmes were conducted for the State of Assam and Meghalaya to create an understanding on the importance of MCP and to enhance the capacity of the SRLM staff on MCP preparation. The training consisted of one-day classroom session and two-day practical sessions in the field.

b. Financial Inclusion: Bank Sakhi Training

2 training programmes for the bank facilitators from Assam and Meghalaya was organised to sensitise them about the basic concept of financial Inclusion of SHG under NRLM. The content of the training included introduction to NRLM, various funds under NRLM, basic roles and responsibilities of Bank Sakhis, banking terminologies and filling forms for banking services, documentation, different types of bank loan to SHGs and its repayment, concept and importance of CBRM, remuneration pattern of Bank Sakhi and claim process.

c. Livelihoods

- i. Exposure visit-cum-Training: There were 3 exposure visit-cum-training programmes attended by 74 participants, including 70 women. The participants consisted of SHG leaders and Livelihood Cadres. The course content of the training included topics on Integrated Farming System (IFS), procedure of beekeeping, sustainable agriculture, livestock management, fish rearing and food processing.
 - ii. SRP Sustainable Agriculture and Livestock: There were 5 SRP training programmes, attended by 101 participants, including 42 females. The training comprised an eight-day certificate course with the objective of creating a pool of State Resource Persons (SRP) in the field of agro-ecological practices and livestock rearing, who shall further train the Community Resource Persons in the field.
1. Hand-holding support to 35-day internship programme for PGDRDM & PGDM(RM) students of NIRDPR during April-May 2019: The Resource Cell provided support as co-mentor to 10 interns, pursuing PG course at NIRDPR, Hyderabad, who were placed in five NE SRLMs namely, Manipur, Mizoram, Meghalaya, Sikkim and Tripura. The cell provided mentoring support to the interns during their 35-day internship period and also during the final report writing.
 2. 17th Rural Technology Crafts Mela at NIRDPR-Hyderabad: NRLM Resource Cell supported participation of the SHGs from Meghalaya, Manipur, Sikkim, Mizoram and Arunachal Pradesh SRLM in the 17th Rural Technology and Craft Mela held at NIRDPR,



SRP Training on Sustainable Agriculture of MzSRLM Sikkim SRLM

Hyderabad. The NRLM Resource Cell helped the SHGs in sale, promotion, brand recognition, understanding the product values and also pricing. The respective State coordinators were given support to prepare their SHGs in line with the visitor's demand and arranged a strategic meeting with them to boost product visibility and sale.

3. Field Diary Volume-I: NRLM-RC NERC undertook a field visit to various States in the North-Eastern region to understand the intervention of NRLM at the grassroots level. 'Field Diary' is the outcome of these visits which reflect the grassroots stories of building institutions- SHGs and its federation, women working towards social change, enhancement of rural livelihood and the endeavours of SRLM towards the improvement of rural livelihood. The Field Diary was released by Dr. W. R. Reddy, IAS, Director General, NIRDPR.

Table 14: Details of Participants under NRLM Programme

Category	No. of Participants
Govt. Officials (NRLM)	1,069
Bankers & Community Organisation.	73
Others (PSUs / Individuals) Community cadres	530
Total	1,672



Bankers interacting with women members of SHGs during the field visit

Chapter

8

POLICY ADVOCACY





NIRDPR acts as a think tank assisting various Ministries, State Governments and other stakeholders in formulating policies for various domains and areas of Rural Development and Panchayati Raj. The Institute with a very strong team of academicians and researchers, strives to create a development arena to bring bright smiles on the faces of rural masses. The Institute is mandated to undertake research and action research studies and organises various training programmes, workshops and seminars on different rural themes. The findings and learnings of the activities taken up by the Institute provide deep insights to design training programmes for different functionaries and the outcomes of the studies are crucial in policymaking and management of the various development programmes.

The programmes conducted and studies undertaken in the year 2019-20 provide useful inputs and suggestions for effective policymaking and improving the lives of rural masses.

8.1 Assessment of RD Schemes and Programmes

The Common Review Mission (CRM) is commissioned annually by the MoRD since 2016 to independently assess the implementation of various rural development schemes, identify gaps and make suggestions for further improvement. The CRM also provides an opportunity to the officials of the State Government to reflect on the working of various schemes, highlight the issues and challenges being faced in their implementation and give feedback to MoRD. The 5th edition of CRM was organised by Ministry of Rural Development in November 2019 and the members from CRM were drawn from various fields of Administration and Academia. The CRM team of 31 members was led by Shri Rajeev Kapoor, IAS (Retd.).

The team from NIRDPR, Hyderabad and NIRDPR-NERC, Guwahati comprising Smt. Radhika Rastogi, Dr. A. Simhachalam, Dr. Rubina Nusrat and Ms. Hemangi Sharma visited the States of Rajasthan, Manipur, Chhattisgarh and Meghalaya, respectively.

The overall study and visit to the field highlighted that good infrastructure has been created. The villages visited were connected by metalled roads. The unconnected rural habitations have been connected under Pradhan Mantri Gram Sadak Yojana and this has improved the lives of the rural masses. The problem of rural housing has been addressed at a large scale in a very short time through PMAY-G. The houses constructed have a toilet facility along with LPG connection. Mahatma Gandhi National Rural Employment Guarantee Scheme has been successful in providing wage employment to rural households and creating durable assets. There is also a greater focus on creating community infrastructure. The convergence of MGNREGS with other schemes for the construction of anganwadi centres, Panchayat bhawans and PMAY houses have resulted in optimum utilisation of funds and resources. The transparency and accountability mechanisms through social audit, Direct Benefit Transfer, PFMS and geo-tagging of assets has helped in plugging leakages, misappropriation of funds and enabled better monitoring.

The women have been empowered largely through National Rural Livelihoods Mission (NRLM) and the SHG movement has created tremendous social capital and resulted in income generation. The individual and group economic activities have provided livelihood opportunities for rural women and boosted their confidence in effective decision-making.

The social security cover provided by the National Social Assistance Programme is a real support to aged and disabled people and also to, widows, families who have lost their primary breadwinner and disabled persons.

The issue of unemployment among rural youth has been largely addressed through skilling programmes like DDU-GKY and RSETI which have helped in imparting skill- training to the candidates and prepared them for better placements or set up their own enterprise.

The CRM team made following suggestions:

- ▶ The Departments of Rural Development and Panchayati Raj may be merged for better coordination and improved outcomes of different RD& PR schemes.
- ▶ The organisation design of Blocks and Gram Panchayats may be reviewed for better accountability of various functionaries.
- ▶ The HR issues may be addressed by filling up vacant positions under various programmes and schemes on a priority basis. It may be insured that regular payments are made to staff working on contract basis.
- ▶ There is a need to define quality parameters for maintaining better standards of each scheme.
- ▶ IEC activities across schemes needs to be strengthened for creating awareness among beneficiaries of different schemes about their rights and entitlements.
- ▶ A common unified portal for all RD schemes and programmes may be developed which is user-friendly and easy to navigate.
- ▶ There has to be a greater focus on building capacities of field-level functionaries through trainings, etc., to update knowledge/skills for effective implementation.
- ▶ The GPDP centric framework may be adopted for better convergence among different schemes.
- ▶ There is an urgent need to upscale NRLM and the SHGs may be provided capital and technical support for end-to-end-value chain development and creating enterprises.
- ▶ The existing SECC lists may be updated to avoid errors of exclusion and inclusion.

- ▶ The existing network of ITIs/Polytechnic colleges/ vocational training centres may be involved as Project Implementing Agencies under DDU-GKY as they are located in interior areas and will help in expanding the pool of training partners.
- ▶ The use of low-cost, green technologies may be encouraged in RD schemes, wherever feasible.
- ▶ The various findings of the mission will act as an important document for policy implication and improving the design and functioning of various RD schemes.

8.2 Effective Implementation of PESA Act: A Framework for Policy Implementation

The Panchayats Extension to the Scheduled Areas (PESA) Act aimed at devolving governance to Panchayat/Gram Sabha in the scheduled areas for mainstreaming tribal development, has provided constitutional authority to preserve tribal self-governance, culture, customary laws and protect natural living in Fifth Schedule Areas. Although the PESA Act was enacted 23 years ago, the governance is yet to be strengthened in PESA areas and development efforts have not reached the doorsteps of the people. To address the issues in the implementation of this Act, the Institute in association with Akhil Bharatiya Vanvasi Kalyan Ashram organised a national seminar graced by Shri Jual Oram, Hon'ble Minister for Tribal Affairs, Government of India. The two-day seminar provided opportunity for deliberations and discussions on identifying and strengthening the implementation process for efficient governance in Fifth Schedule Areas.

The proceedings proposed workable solutions in a number of areas to bring overall development of the tribal areas. The seminar provided valuable inputs in designing development plans and offered a wide range of recommendations for effective implementation of the provisions of PESA Act in the country:

- ▶ The Governors of the PESA States may take initiative in the implementation of PESA Act, as done by his excellency Shri C. Vidyasagar Rao, the then Governor of Maharashtra State.



NIRDPR staff along with the other members of the 5th CRM conducted by MoRD



- ▶ In the office of the Governor of the States having Fifth Schedule Areas, a Tribal Development Advisory Cell may be constituted to assist the Governors of the Fifth Schedule States in exercising and discharging his/her constitutional powers and responsibilities.
- ▶ The President of India may be requested to convene meetings periodically with the Governors of respective States with Scheduled Areas to assess the progress in implementation of PESA Act.
- ▶ Laws in Fifth Schedule Area States have not been amended to bring them in conformity with the PESA Act, 1996. In fact, the PESA Act would override the State laws. This provision which is already a part of the current PESA Act is being ignored by the States. Hence, it is imperative for the enforcement of the Act.
- ▶ The customary laws of the tribals may be documented. Particularly, the customary mode of dispute resolution may get notified by the Governors of the States for compliance of this provision.
- ▶ Ownership rights over Minor Forest Produce (MFPs) in the Schedule Areas may be extended to the PESA Gram Sabha by freeing all the MFPs from the control of the forest department. All the MFPs that have been so far declared as nationalised in the Scheduled Areas may be denationalised and their control and ownership should be declared to the PESA Gram Sabhas.
- ▶ Villages may be notified under the PESA Act. The Gram Sabhas should be notified and its structure should be defined (functionaries and functions) to ensure its functioning. Gram Sabha members may be capacitated in the functioning of Gram Sabha.
- ▶ An approval from Gram Sabha is essential before certifying a person as a Scheduled Tribe entity. Gram Sabha may be appointed as the inquiry authority to

screen all the illegal land transactions including non-tribals grabbing the land from tribals in the name of tribal women, etc.

- ▶ The Gram Sabha is given powers for Jal-Jungle-Jameen. The terms and conditions regarding minor bodies may be done by the Gram Sabha. The Royalty may be part of the Gram Kosh.
- ▶ The Tribal Development Plan may be approved by the Gram Sabhas.
- ▶ Framing of PESA rules in all the States may be completed soon. The States of Jharkhand, Madhya Pradesh, Odisha and Chhattisgarh are yet to frame the rules which should be taken up immediately.
- ▶ The Ministry of Panchayati Raj may recommend Community Mobilisers for proper implementation of the Act.

8.3 National Rurban Mission- Design Improvement

The Ministry of Rural Development, Government of India launched Shyama Prasad Mukherji Rurban Mission (SPMRM) known as 'National Rurban Mission' (NRuM) in 2016. It has been nearly five years since the launch of the mission. There are not many studies conducted on how National Rurban Mission (NRuM) works on the ground. To understand the field realities a rapid study was conducted in four Rurban clusters in Tamil Nadu and Kerala using qualitative research design.

The National Rurban Mission (NRuM) deserves to be credited as the first programme that has demonstrated convergence in reality on the ground. There is a lack of harmony between the change desired in a cluster and types of schemes chosen for convergence. Further, sparse/ sporadic nature of interventions undertaken from various departments have not been able to deliver the desired outcomes. For instance, the location of habitations is too widespread when it comes to combining 5-6 Gram Panchayats to make one cluster. Consequently, the density

of schemes implemented becomes too thin to recognise the impact. Therefore, the study made following suggestions:

1. States must be allowed to go for pragmatic customisation with regard to cluster identification and area delineation.
2. The 30 per cent Critical Gap Fund (CGF) for every cluster must be continued, as it serves as the prime mover of this programme amongst the State and district administrations. Two important highlights of the programme that benefits GP are: (i) the geospatial planning, and (ii) the comfort of being able to plan for activities/interventions that no existing schemes can fund – because CGF can cover such investments/expenditures. Therefore, the concept of CGF under NRuM must be continued.
3. When there is no explicitly stated maintenance arrangement in NRuM that brings in a handful of GPs as a cluster, maintenance of assets created becomes an issue. Some of the assets belong to all the 4-5 GPs. It implies that every Panchayat is a beneficiary and every Panchayat is responsible. This can, perhaps, be addressed through the creation of an exclusive maintenance fund collected from all the GPs before the beginning of the project - on the lines of Jal Jeevan Mission. This fund is to be treated as a Revolving Fund for maintenance.

8.4 Role of Service Sector in Expanding Productive Employment Opportunities in Rural India

With shrinking livelihood opportunities especially in rural areas, agricultural workers are being pushed out of agriculture and there is severe distress-driven out-migration. There is therefore an urgent need to generate employment and/or entrepreneurial avenues in the place of residence, which will ensure higher productivity, secured and sustainable livelihood for these workers. In view of this, the study was conducted drawing unit record data from Unincorporated Non-agricultural (Excluding Construction) Enterprises in India, for the period 2010-11 and 2015-16, to understand the role and potential of employment generation in services sector from the perspective of enterprise development. The study identifies the rising and falling of service sector enterprises in terms of their employment share and growth. The study also highlights the qualitative employment challenges in terms of access to women and the incidence of part-time employment. The study finds that within the rural non-farm sector, the services sector is emerging as an employment provider in rural economy. Within the services sector, retail trade, land, transport, community, social and personal service activities, food service activities and financial service activities constitute about 80 per cent of the total employment. However, women's share in total employment is very minimal in many of these segments and the incidence of part-time

employment is also rising over the period. The study observed significant variations by size, location, ownership type and host of other enterprise-specific attributes. The fall in demand, non-availability of credit and non-receipt of financial dues are reported to be the main constraints for the service sector enterprises to operate and expand.

Given the immense potential of employment generation in the service sector enterprises, besides finance and marketing, customised skill and capacity development programmes need to be designed, keeping rural women and youth in mind. Continuous and long term hand-holding and mentoring to both aspiring and existing entrepreneurs will also be vital to put these enterprises on a scale ladder, which will generate employment in medium and long term. The existing non-farm livelihood programmes under NRLM, including the Start-up Village Entrepreneurship Programme (SVEP) need to be leveraged in this direction. The study opens up a series of questions that need to be probed, based on primary data and also indicate how issues related to service sector employment can be mainstreamed in the whole discussion on GPDP.

8.5 SLACC Project: Policy Recommendations

The Institute has undertaken the project on Sustainable Livelihoods and Adaptations to Climate Change (SLACC) during 2019. The project was funded by the Global Environment Facility and supported by the World Bank and MoRD. The climate resilient practices were demonstrated through training programmes on production, technology, ecology and financial aspects to community resource persons (CRPs) and mission staff. The following points maybe considered as policy measures based on the achievements of the projects:

- ▶ Greater penetration of credit and insurance is desirable through women SHGs, banks/ correspondents and insurance agents to cover the vulnerable farmers in the village's as illiterates are unable to access the credit facilities.
- ▶ The custom hiring centres (CHC) are promoted by the government, but need additional budget and allocations to improve the equipment. The seed drill for line sowing are useful to reduce women drudgery, cost and time.
- ▶ Small ruminants are very limited with 10 to 20 per cent families. Additional funds for SHGs for animal purchase and maintenance can improve the livelihood activities.
- ▶ The Weather Based Agro Advisories (WBAA) services should reach the villages through CRPs.
- ▶ Intensification of farm ponds and micro-irrigation is required, which has an adoption of 18 percent of the potential area only. Awareness and training programmes can be planned in the implementation approach with a tri-party agreement.

9

Chapter

ADMINISTRATION





The administration wing of the Institute supports and facilitates faculty members in undertaking training programmes, research and consultancy activities of the Institute and all matters related to the everyday functioning. The Institute is governed by General Council, Executive Council and Academic Council.

The Institute is headed by the Director General who is responsible for the administration of the affairs of the Institute and exercises powers under the direction and guidance of the Executive Council.

The Director General, Deputy Director General, Director (Financial Management)-cum-Financial Advisor and Registrar cum Director (Administration) are supported by Assistant Registrar (Establishment), Assistant Registrar (Training), Assistant Financial Advisor cum Pay and Accounts Officer, etc. The organisational set-up is depicted in the following chart.

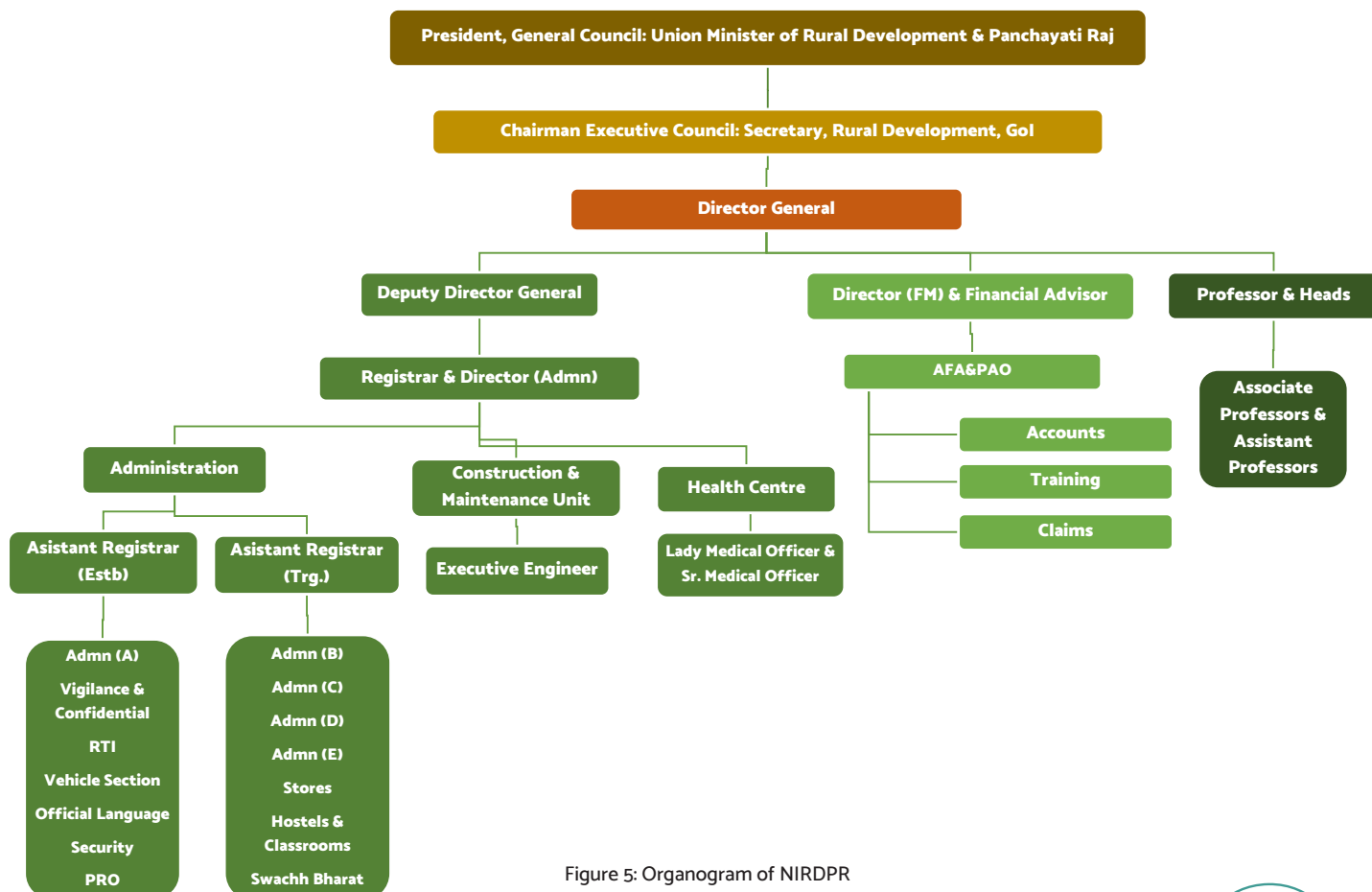


Figure 5: Organogram of NIRDPR

9.1 Various Councils

9.1.1 General Council

The General Council is presided by the Honorable Union Minister of Rural Development, Government of India. The General Council is responsible for the management and effective functioning of the Institute. The constitution of General Council for the year 2019-20 as on 31st March, 2020 is at Annexure XI.

9.1.2 Executive Council

The Secretary, Department of Rural Development, Government of India is the Chairperson of the Executive Council. The management and administration of the Institute is the responsibility of Executive Council, subject to general control exercised and directions issued by the General Council. The constitution of the Executive council for the year 2019-20 as on 31st March, 2020 is at Annexure XII.

9.1.3 Academic Council

The Academic Council deals with the matters relating to research and training programmes including finalisation of Annual Calendar for training programmes and research projects of the Institute. The composition of Academic Council is given at Annexure XIII.

9.2 Functional Centres of NIRDPR

In order to meet the growing challenges of capacity building for rural development, the Institute has 22 centres falling under 6 schools catering to different thematic areas of holistic rural development. In addition, the Institute also has three Professional Support Centres-Centre for Development Documentation & Communication handling documentation & publication, Centre for Information & Communication Technology offering IT-solutions & maintaining IT infrastructure while the Centre for Research & Training Coordination and Networking is responsible for coordinating research and training activities, partnering and networking with various State-level institutions.

Table 15: Schools and Centres of NIRDPR

S. No.	Schools	Centres within the School
1	Development Studies and Social Justice	<ul style="list-style-type: none"> i. Centre for Human Resource Development ii. Centre for Gender Studies and Development iii. Centre for Equity and Social Development iv. Centre for Agrarian Studies v. Centre for PG Studies and Distance Education
2	Rural Livelihoods and Infrastructure	<ul style="list-style-type: none"> i. Centre for Wage Employment ii. Centre for Skills and Jobs iii. Centre for Rural Infrastructure iv. Centre for Entrepreneurship Development v. Centre for Financial Inclusion and Entrepreneurship vi. Centre for Livelihoods
3	Sustainable Development	<ul style="list-style-type: none"> i. Centre for Natural Resource Management ii. Centre for Climate Change and Disaster Mitigation
4	Public Policy and Good Governance	<ul style="list-style-type: none"> i. Centre for Planning, Monitoring and Evaluation ii. Centre for CSR, Public Private Partnership and People's Action iii. Centre for Good Governance and Policy Analysis
5	Local Governance	<ul style="list-style-type: none"> i. Centre for Panchayati Raj ii. Centre for Decentralised Planning iii. Centre for Social Service Delivery iv. Centre for Social Audit
6	Science, Technology and Knowledge Systems	<ul style="list-style-type: none"> i. Centre for Geo-informatics Applications in Rural Development ii. Centre for Innovations and Appropriate Technologies
	Professional Support Centres	<ul style="list-style-type: none"> i. Centre for Development Documentation and Communication ii. Centre for Information and Communication Technology iii. Centre for Research and Training Coordination and Networking

9.3 General Administration

The Director General, the Principal Executive Officer of the Institute, is responsible for the administration of the Institute and exercises powers under the direction and guidance of the Executive Council.

The administration wing of the Institute is responsible for coordination, conduct of statutory meetings, establishment and personnel management, management of guest houses, campus, support services, health services and welfare of the employees.

9.3.1 Statutory Meetings

Table 16: Statutory Meetings held during the Year 2019-20

Meeting	Date	Venue
127 th Executive Council	27.05.2019	i. At Ministry of RD, Krishi Bhavan, New Delhi
128 th Executive Council	28.11.2019	ii. At Ministry of RD, Krishi Bhavan, New Delhi
129 th Executive Council	24.01.2020	iii. At Ministry of RD, Krishi Bhavan, New Delhi
62 nd General Council	17.02.2020	iv. At India Habitat Centre, New Delhi

9.3.2 Infrastructure Facilities

The Institute with an area of 174.21 acres has good infrastructural facilities with faculty buildings, administrative buildings, well-equipped library, four air-conditioned guesthouses with 223 guest rooms, 11 conference halls, auditorium with a seating capacity of 300 persons, community hall, health centre, sports complex, 219 residential quarters, staff canteen, creche, yoga and gymnasium facilities, etc.

The Institute has an excellent IT infrastructure with a computer centre having dedicated connectivity of the Internet and Intranet. The Institute has been recognised as a Centre of Excellence by the Department of Personnel and Training, Government of India.

The NIRDPR Network provides online services for effective academic and administrative functions, e-office, e-Journals, IPKN with the States, districts, SIRDs/ETCs, national institutes, research organisations, etc., and has 1000-odd hosts in its network range with links with the Government of India, Ministries and Departments.

The Institute gets uninterrupted internet services through its National Knowledge Network (NKN) connectivity of 1 Gbps and with a redundancy of 45 Mbps dedicated link availed from M/s Railtel Corporation of India. Wi-Fi facilities are available across the campus, office buildings and guesthouses.

There are two well-equipped computer labs and a GIS lab available for training, evaluation, hand-holding, etc., for international and national participants. These labs cater to training and research activities of the Institute and meet the emerging needs of the Institute.

9.3.3 Implementation of Right to Information (RTI) Act, 2005

The Institute has taken steps to implement the provisions of the Right to Information Act, 2005 for providing information and ensuring transparency. NIRDPR website provides details of mandatory disclosures as provided under the RTI Act, 2005. The Institute has designated Appellate Authority, Public Information Officer, two Assistant Public Information Officers and Transparency Officer for providing information sought by the RTI applicants and their names are also published on the NIRDPR website. The Institute also has a separate Appellate Authority and Public Information Officer for its North-Eastern Regional Centre (NERC) at Guwahati.

During the year 2019-20, 67 RTI applications and appeals on various issues were received from citizens and were disposed of, as per the procedure. The Institute also submitted mandatory online quarterly returns, as per the procedure. The RTI applications received pertain to the projects, educational programmes, service matters, court matters, recruitments, publications and appeals, etc.

9.3.4 Faculty Development

As a part of faculty development and enrichment process, faculty and non-faculty members of the Institute are deputed on a regular basis to various seminars, conferences, workshops and training programmes in India and abroad. The details of faculty and non-faculty participation in various programmes during 2019-20 are given at Annexure XIV.

9.3.5 Staff Details

The total strength of academic and non-academic staff is as given in Table 17.

A large number of children of Group C & D employees were given benefits like refundable loans for the marriage of children, higher studies of children, etc., at very low interest rates from the benevolent fund of the Institute.

As an endeavour to support poor women groups, the canteen management of the Institute is entrusted to a self-help group. The Institute also supports and provides assistance to Bharatiya Vidya Bhavan's Vidyashram (BVBV) located on the campus.

9.3.6 Recruitments

The post of Director (FM) & FA and Assistant Financial Advisor & Pay and Accounts Officer (AFA&PAO) was filled through deputation during the year. After the amendment of Recruitment Rules for filling up of the vacancies of the Assistant Registrars on deputation, an advertisement was issued in November 2019 to fill the vacancies and interviews were held in March 2020. The Institute from time to time also recruits temporary staff for various projects.

Table 17: Manpower of Academic and Non-academic Staff

Academic Post							
1	2	3	4	5	6	7	8
Category	SC	ST	OBC	Others	Total	Ex-Servicemen	Women out of col.5
Group-A	6	3	15	34	58	-	14
Group-B	-	-	1	3	4	-	-
Total	6	3	16	37	62	-	14
Non-Academic Staff							
1	2	3	4	5	6	7	8
Category	SC	ST	OBC	Others	Total	Ex-Servicemen	Women out of col.5
Group-A	1	1	-	12	14	-	4
Group-B	4	-	4	13	21	-	7
Group-C	12	4	40	50	106	5	26
Group-C (Re-classified)	32	5	19	16	72	0	11
Total	49	10	63	91	213	5	48

9.4 Important Events Organised by the Institute in 2019-2020

The Institute celebrates Independence Day and Republic Day every year. Several activities like march past and cultural programmes are performed by BVBV students and games for Indian as well as international participants are organised. As a step towards fostering good relations with other countries, the Institute also facilitates international participants who are a part of various training programmes of different centres of the Institute.

Important events like birth anniversary of Mahatma Gandhi, Dr. B. R. Ambedkar and International Day of Yoga are also celebrated by NIRDPR employees along with their family members and participants of the training programmes.

9.4.1 Celebrations of Foundation Day

The 61st Foundation Day of the Institute was celebrated and various events like panel discussions, a two-day workshop on 'Experience Sharing by the Change-maker Sarpanches across India' were organised. A total of 200 Sarpanches from across India were invited to share their experiences and be the true role models for change. As part of the celebrations, the 4th National Film Festival on Rural Development was also organised which provided a platform to inspire young filmmakers to showcase their talent and promote films based on rural issues and document films on rural development.

For the fourth edition of the Film Festival, entries were invited in two categories – (i) Government Schemes on Rural Development (documentary) and (ii) Films under different genres related to Rural Development (fiction). The first, second and third prize winners in each category were

awarded prize money along with citation and certificate. A mobile filmmaking contest was also organised on the themes - Cultural continuity – Rural to Urban and Diminishing Divide – Rural to Urban. In total, 55 entries were received from 18 States across the country.



Dr. W. R. Reddy, IAS, Director General awarding prizes to a winner during the Children's Day celebrations; Smt. Radhika Rastogi, IAS, Deputy Director General is also seen.

9.4.2 Children's Day Celebrations

As part of the celebrations, a quinterdile competition consisting of reading the given text, speaking on a given topic and identifying eminent personalities by their photographs was organised for the students from Bharatiya Vidya Bhavan's Vidyashram on NIRDPR campus. A total of 55 students from classes V-IX participated in the competition. The prizes to the winners were awarded by Dr. W. R. Reddy, IAS, Director General, NIRDPR and Smt. Radhika Rastogi, IAS, Deputy Director General, NIRDPR.



Shri Shashi Bhushan, Financial Advisor (1st from left) Dr. W. R. Reddy, IAS, Director General, NIRDPR (2nd from left), Smt. Radhika Rastogi, IAS, Deputy Director General (3rd from left) and (4th from left) Dr. Akanksha Shukla, Associate Professor, Head (i/c), CDC NIRDPR interacting with the participants during the National workshop on Mobile Film making

9.4.3 Three-day Workshop on Mobile Filmmaking

The Institute in collaboration with the Vigyan Prasar unit of Ministry of Science and Technology organised a three-day National Workshop on Mobile Filmmaking in 2019. The resource persons Shri Nimish Kapoor, Scientist E, Vigyan Prasar and Shri Santhosh Pandey, Senior Producer, ETV Bharat, Shri Sunil Prabhakar and Shri Ritesh Taksande - introduced various elements of filmmaking.

The participants (students pursuing PG course at NIRDPR) were taught the basics of filmmaking like using camera shots, story approaches, scriptwriting and film editing. During the workshop, emphasis was laid on handling pre-production, production and post-production of a film using a smartphone.

9.4.4 Library Talks

The Institute in approach towards holistic well-being of the employees and staff regularly organises various talks and seminars. In 2019-20, five Library Talks and a special talk ranging from topics of Rural development to well-being of human - Better Livelihood through Livestock, Eliminating Stress through Transcendental Meditation, The Ill-effects of Table Salt on Human Body, Conservation of Sparrows, Decade of MGNREGA: Status and Issues, Relevance and Impact of Gandhi on Rural Development- were organised.

E-resources

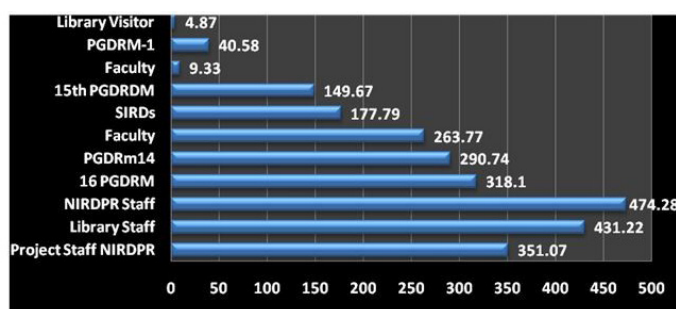
All electronic resources are accessible remotely by NIRDPR library users (Students, faculty and staff) through the RemoteXs Server. Users with email id as their user id can access different forms of e-resources such as e-books, e-journals and e-databases etc., listed in the NIRDPR portal.

9.5 Documentation and Communication

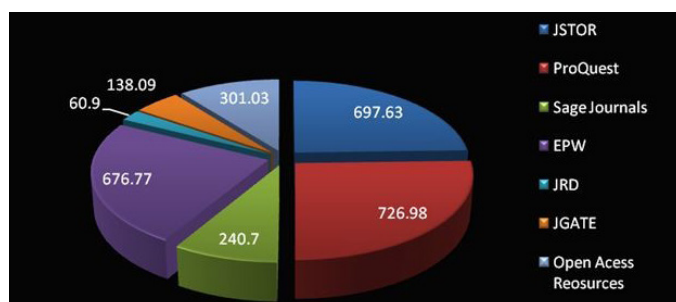
The Centre for Development Documentation and Communication (CDC) is a support centre with five sub-divisions - Documentation, Library, Publication, Official Language and audio-visual. To provide information support to research and training activities of the Institute and also to other members of the development community, the Centre for Development Documentation and Communication is engaged in identifying and collecting rural development literature and documenting the same for effective and wider dissemination. A rich collection of information resources in the form of print and non-print such as books, journals, CDs/ DVDs, e-books, and e-databases on rural development and allied aspects gathered over years is the strength of NIRDPR and constitute strong repository to disseminate information.

During 2019-20, the Institute has added a total of 250 books and other documents to its collection. The centre has the collection of 1,23,448 books/publications. The Institute also maintains a separate collection of Hindi books for the benefit of participants and staff. Based on necessity and demand, there is a regular addition of books in this section.

The Institute also started e-Bulletin, a bimonthly newsletter in the year 2020, to disseminate information on new arrivals, journals received during the period, e-resources and latest happenings in the centre.



Graph 32: Utilisation of e-resources by user wise for the year of 2019-20



Graph 33: Utilisation of e-resources for the year of 2019-20

9.5.1 Document Management System

To manage the documents in digital format for official purposes and uphold the information security policy, the Institute has set up a web-based Document Management System (DMS)- an automated way of organising, securing, capturing and digitising documents. Various centres/schools, departments and committees are encouraged to use DMS at <http://dms.nirdpr.in> for keeping official records. The total number of training programmes documented in DMS is 542 which include PowerPoint presentations, study materials of the programmes organised, research papers, annual reports, etc., as on 31st March, 2020.

9.5.2 Publications

a. Journal of Rural Development

The quarterly Journal of Rural Development is the flagship publication of NIRDPR and is one of the leading academic journals in the field of rural development and decentralised administration. With an impressive circulation, it is one of the most sought-after journals by the academic community, rural development administrators and planners.

During the year, four issues of JRD including a special issue related to 150th birth anniversary of Mahatma Gandhi, were brought out. The four issues carried 34 articles and one book review.

b. NIRDPR Newsletter

The NIRDPR Newsletter 'Pragati', a monthly publication, highlights the recommendations of various training programmes, seminars and workshops, and important events which are undertaken by NIRDPR on a regular basis.

The Newsletter also covers the news of faculty development, training programmes, case studies, interviews of rural development practitioners, success stories, visits and delegations (both Indian and foreign) to the Institute, etc. Through this medium, NIRDPR maintains regular contact with SIRDs, ETCs, DRDAs and NGOs. A total of 12 newsletters were brought out during the year.

c. Other Publications during the Year 2019-20

The Institute came out with a total of 18 publications in 2019-20 in addition to Annual Report - 2018-19, Annual Accounts - 2018-19 and Training Calendar 2019-20, which are:

1. Research Report - Impact Assessment of PMAY-G (Madhya Pradesh, Odisha & West Bengal)
2. People's Plan Campaign booklet - English & Hindi
3. Sustainable Livelihoods and Adaptation to Climate Change - A Training Manual - English
4. Book of Abstracts for National Conference on Climate Change Adaptation for Sustainable Livelihood
5. Policy Brief for Bihar - Sustainable Livelihoods and Adaptation to Climate Change
6. Policy Brief for Madhya Pradesh - Sustainable Livelihoods and Adaptation to Climate Change
7. 24-leaf flipchart for SLACC training programme
8. Proceedings of the Workshop - Potential Role of S&T Institutions in Promoting Entrepreneurship and Sustainable Livelihood in Rural Areas
9. Rural Innovators Start-up Conclave (RISC-2018) - Report
10. Proceedings of Rural Innovators Start-up Conclave (RISC-2019)
11. Status of Social Audits in India, 2019, Proceedings and Recommendations of National Seminar on Social Audit of Rural Development Programmes
12. An Evaluation of the SHG-BLP with special reference to its Loan Portfolio and Asset Quality
13. A set of 11 Books of Accounts for NIRDPR-NABARD collaborative regional workshop
14. Training Brochure (POSHAN Abhiyaan Jan Andolan Our Gram Panchayat's POSHAN story)
15. PRI Trainers Booklet (Orienting PRI members on POSHAN Abhiyaan Jan Andolan)
16. A 6-page brochure on women health in English & Telugu - (NIRDPR-BDL collaboration)
17. Jal Sangrah - Stories of Water Conservation under Mahatma Gandhi NREGA (for MoRD)
18. Plastic Waste Management (Frequently Asked Questions).

9.6 Progressive Use of Hindi as Official Language: 2019-20

The Institute has been implementing the Official Language Policy of the Government of India from time to time. The performance of the Institute in the field of Official Language was noteworthy. 'Learn a Hindi word everyday' is being implemented in the Institute to enhance the working knowledge of officers/staff. Hindi quotations are also displayed at the prominent places of the Institute to create interest in Hindi among officer/staff of the Institute.

9.6.1 Inspection Regarding the Progressive Use of Hindi in the Institute

The inspection was carried out by Shri Brijbhan, Joint Director, Ministry of Rural Development, New Delhi. The work performance of Official Language section was appreciated and Institute's efforts were lauded for being a convener for the Town Official Language Implementation Committee (TOLIC).

9.6.2 Activities of Official Language Section in 2019-2020

During the year 2019-20, many seminars like Akhil Bhartiya Rajbhasha Sammelan, Guwahati and Rajbhasha Technical Seminars were organised to highlight the relevance and advancement of office through Official Language, progress of Official Language in the North-East, etc. The Hindi Fortnight/Hindi Day were also celebrated and events like Hindi essay writing competition and elocution competition were organised to encourage the use of Hindi among staff and students of the Institute. The following Hindi publications were also brought out during the year under report:

- ▶ Annual Report - 2018-19
- ▶ Annual Accounts - 2018-19
- ▶ NIRDPR Training Calendar- 2019-20
- ▶ NIRDPR Newsletter Pragati - 12 Issues
- ▶ Guidelines of Social Audit
- ▶ Sustainable Livelihood and Adaptation to Climate Change
- ▶ GPDP - Sabki Yojana Sabka Vikas
- ▶ Solar Panel Booklet



10 Chapter

FINANCE & ACCOUNTS





Dignatrics during the finance workshop organised for the accounts staff of NIRDPR

NIRDPR is a central autonomous body funded by the Ministry of Rural Development for all its activities. Every year, as per the approved budget, the Ministry releases grants under salaries/general heads. Grants are also released for specific capital expenditure, based on the proposals from NIRDPR and as per the requirement. The Finance and Accounts division of the Institute is entrusted with the functions of budgeting, pay and accounting of funds, preparation of Annual Accounts, etc. The Institute follows a double-entry financial year system beginning from 1st April and ending with 31st March every year. The Annual Accounts of the Institute is audited by the Comptroller and Auditor General of India (CAG). The accounts of the Institute is prepared duly adhering to the prescribed norms approved by the CAG for Central Autonomous Bodies. The Audit Report of CAG on the accounts of the Institute is incorporated in the Annual Accounts every year and submitted to the Parliament.

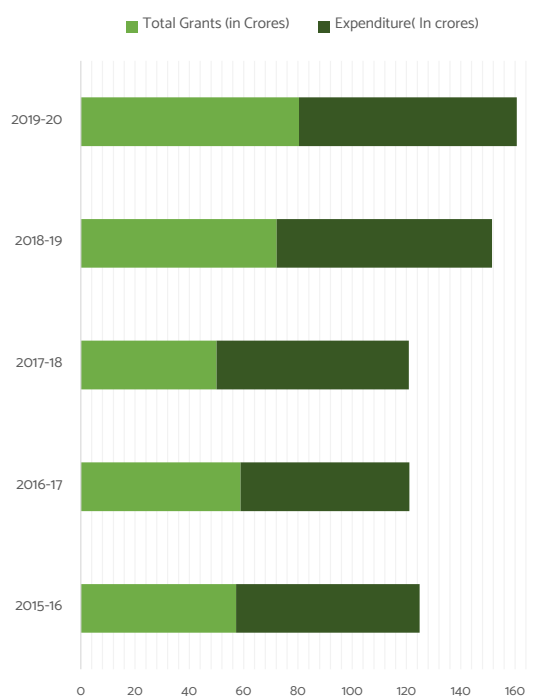
Grants released under salaries/general heads are utilised to meet the expenditure on core activities of the Institute like capacity building, research, development, seminars and conferences, Rural Technology Park, publications, subscription to journals, library, maintenance and other recurring & non-recurring expenditure. In addition to the above, NIRDPR also receives funds from various programme divisions of MoRD to spearhead various flagship programmes of the Government of India in rural sector like Deen Dayal Upadhyaya Grameen Kaushalya Yojana (DDU-GKY), Saansad Adarsh Gram Yojana (SAGY), Rurban Mission, MGNREGA, capacity building under Social Audit, NRLM, RSETI, etc. Funds are also received from various other Ministries, State governments, international bodies of the United Nations, etc., for research, impact assessment and capacity building which are specific to the requirement of the funding agencies.

For the financial year 2019-20, the expenditure of the Institute is Rs. 80.00 crore against the Grants released to the tune of Rs. 80.42 crore.

Following is the graphical presentation with regard to the grants and expenditure incurred in the last five years.

Table 18: Expenditure of the Institute in the Last Five Years

Year	Total Grants (in crore rupees)	Expenditure (in crore rupees)
2015-16	57.23	67.64
2016-17	58.83	62.25
2017-18	50.00	70.88
2018-19	72.17	79.32
2019-20	80.42	80.00



Graph 34: The comparison with regard to the grants & expenditure

10.1 NIRDPR Corpus Fund

The Corpus Fund of the Institute was established in 2008-09 with the approval of the Executive Council (EC) in its 105th meeting held on 21st August, 2008. The Corpus Fund rules for the operation and management of the Fund specifying the objectives, sources, applications, management of the Fund, etc., were approved by the EC in the said meeting. The primary objective of the Fund is to secure the long-term financial stability of the Institute. As on 31st March, 2020, the Corpus Fund stood at Rs. 263.21 crore which was Rs. 217.72 crore as on 31st March, 2019. This is grossly inadequate to fulfil the Institute's mandate of long-term financial stability and self-sufficiency, considering that the Institute incurred an expenditure of about Rs.80 crore during 2019-20 (it is expected to increase further due to more recruitments and the exponential increase in the Institute's activities).

The Corpus Fund Management Committee (CFMC) has been constituted by the EC to oversee the operations, and management of the Fund is envisaged in the EC-approved Corpus Fund Rules. The Committee comprises the following members:

- i. Director General, NIRDPR (Chairman of the Committee)
- ii. Deputy Director General, NIRDPR
- iii. Director (FM) and FA, NIRDPR
- iv. Registrar & Director (Admn.), NIRDPR
- v. One member nominated by EC
- vi. One expert with investment banking experience
- vii. One expert with investment experience nominated by DG

As per the Corpus Fund rules, the Committee is to meet as often as it is considered necessary for the transaction of business relating to the Fund. The operational management of the Fund is delegated to CFMC by EC.

Accordingly, in response to the Institute's request to nominate a member to the NIRDPR Corpus Fund Management Committee, MoRD nominated Dr. Suparna Pachauri, Joint Secretary (Finance), MoRD w.e.f. 28.02.2020.

For identifying an expert in investment banking, several candidates were considered on the grounds of experience, qualifications and age. Shri Madhavan Sekhar, retired banker with over 30 years of experience in financial markets including treasury, credit and general banking has been approved by the competent authority, to be nominated for this Committee.

10.2 Other Funds Maintained by NIRDPR

Besides, the Institute also established the Development Fund, Benevolent Fund, Provident Fund, Building Fund and Medical Corpus Fund, which are object-oriented with a specific purpose. The brief details of the funds are given below:

Development Fund was established on 4th Oct, 1982 to provide financial assistance to meritorious NIRDPR staff/officers for higher education, finance specific developmental projects of the Institute, etc. Benevolent Fund was established on 20th April, 1989 for providing staff welfare measures like education loans for children and marriage loans for Group C staff, one-time financial assistance to families of deceased staff, etc. The main source of the above two funds is a fixed portion of net savings/income of the Institute from consultancy projects and interest earned on the Fund. The balance of the Funds as on 31st March, 2020 was Rs. 9.48 crore and Rs. 5.76 crore, respectively.

Building Fund was formed in 1989-90 mainly for undertaking the infrastructural development of the Institute from funds earmarked for the same. The balance of the Fund as on 31st March, 2020 was Rs. 29.26 crore.

Provident Fund was established for all PF-related transactions of the staff of the Institute. The balance of the Fund as on 31st March, 2020 was Rs. 19.68 crore.

Medical Corpus Fund was established to provide medical benefits to retired employees and their families. The sources of this Fund are subscriptions from staff/retired staff and interest earned on the Fund. The balance of the Fund as on 31st March, 2020 was Rs. 1.63 crore.

Table 19: Funds Allotted to Various Activities during 2019-20

S. No.	Funded For	Amount (in Rupees)
1.	NIRDPR Canteen	1,65,000
2.	NIRDPR Mahila Mandali for music teacher for wards of staff and philanthropic activities	1,10,000
Total		2,75,000

Annexures

Annexures

Annexure - I

Category-wise Distribution of Participants Attended NIRDPR Programmes during 2019-20											
Month	Govt Offi-cials	Financial Institutions	ZPCs & PRIs	NGOs	Natl/ State Insttts for Res.&Trg& SRLMs	Univ/ Colleges	International	(SHGs, Farmers, BFT, Unemployed Youth)	Total	Women	No. of Prg. Conducted
a) Hyderabad											
April	66	0	129	77	15	0	0	7	294	118	8
May	428	0	238	62	50	7	0	0	785	214	22
June	183	33	69	55	52	3	16	182	593	150	19
July	769	78	163	74	83	227	44	210	1648	415	39
August	373	30	117	90	43	20	0	1198	1871	190	29
September	782	10	524	79	62	2	68	347	1874	558	31
October	780	30	375	64	37	39	41	245	1611	410	31
November	340	127	303	43	28	12	50	589	1492	677	23
December	441	1	78	55	39	3	0	269	886	152	19
January	514	48	36	49	9	19	117	322	1114	339	35
February	211	12	92	128	39	85	22	481	1070	297	28
March	62	1	100	23	0	5	0	24	215	28	7
Total	4949	370	2224	799	457	422	358	3874	13453	3548	291
RTP	647	240	149	39	0	4863	100	5664	11702	4124	210
Networking											
NRLM RC					16855				16855	7674	340
MGNREGA								13578	13578		650
DDU-GKY								2471	2471	606	105
Total	5596	610	2373	838	17312	5285	458	25587	58059	15952	1596
b) NERC											
April	28	0	0	0	3	0	0	0	31	10	1
May	81	0	4	0	3	0	0	0	88	20	3
June	23	0	0	0	19	0	0	0	42	5	2
July	155	2	0	0	5	0	0	2	164	32	2
August	42	0	0	0	1	0	0	30	73	31	4
September	302	0	5	24	18	5	0	8	362	59	10
October	63	0	0	16	0	0	0	0	79	17	3
November	79	0	11	0	17	0	0	1	108	26	4
December	42	0	0	0	0	0	0	0	42	0	1
January	96	0	0	0	5	4	0	0	105	21	4
February	393	1	0	53	0	45	0	1	493	137	11
March	122	0	0	38	3	2	0	1	166	38	6
NRLM NERC	1069	73	0	0	0	0	0	530	1672	918	52
Total	2495	76	20	131	74	56	0	573	3425	1314	103
Grand Total (a+b)	8091	686	2393	969	17386	5341	458	26160	61484	17266	1699
Participation in Percentage	13.18	1.10	3.90	1.58	28.28	8.69	0.74	42.55	100.00	28.12	9.8

Details of International Training Programmes

a. ITEC Fellowship Programmes of Ministry of External Affairs, Govt. of India

- » Management of Rural Employment Projects and Poverty Alleviation
- » Programme on Geo-informatics Applications in Rural Development
- » Rural Development for Indonesian Village Leaders
- » Natural Resource Management for Sustainable Rural Livelihoods
- » Good Governance for Management of Rural Development Programmes
- » Planning and Management of Rural Development Programmes
- » Sustainable Agricultural Strategies for Rural Development
- » Empowerment of Women for Rural Development
- » Planning and Management of Rural Housing and Habitat Projects
- » Participatory Planning for Poverty Reduction and Sustainable Development
- » Training Methodology for Development Professionals

b. MoRD-NIRDPR-CIRDAP Collaborative Programmes

- » CIRDAP International Programme on Participatory Rural Development
- » Management of Rural Employment Projects and Poverty Alleviation
- » Geoinformation Training Programme on Geoinformation and Model Survey Techniques for Planning and Management
- » Natural Resource Management for Sustainable Rural Livelihoods

c. Others

- » Rural Entrepreneurship and Micro Finance: Connecting the dots in Financial Inclusion
- » Financing Small Enterprise for Rural Development

Annexure - III

Research Studies Taken-up during the Year 2019-20

S. No.	Title of the Study	Team	Commenced during
A. Research Studies			
1.	A Century of Agrarian Change in Lower Cauvery Delta: A Study of Palakurichi Village, 1918-2018	Dr. Surjit Vikraman, Dr. Murugesan	01-07-2019
2.	A study on the Efficiency of RSETIs in building Skills and Employment of Rural Youth	Dr. R. Aruna Jayamani, Ms. Champakavalli	01-08-2019
3.	Temperance Movement in Bihar - Analysing the Impact of Liquor Prohibition on Livelihoods and Socio-Economic Activities	Dr. Jyothis Sathyapalan	01-08-2019
4.	An Assessment of Service delivery governance issues and challenges in Implemen-tation of Pradhan Mantri Awaas Yojana -Gramin (PMAY-G)	Dr. K. Prabhakar, Dr. Jyothis Sathyapalan, Shri Rajeshwar, Ms. Suraksha Rai (SIRDPR Sikkim)	01-08-2019
5.	Initiatives for increasing Own Sources of Revenue (OSR) for Gram Panchayats and its role in development - A study in selected States	Dr. R. Chinnadurai	01-08-2019
6.	Development of e-Governance Readiness Index for a Gram Panchayat	Shri K. Rajeshwar	01-08-2019
7.	Cluster Governance in National Rural Livelihoods Mission	Dr. S. K. Sathyaprabha, Shri Nagaraja Rao, Mission Manager, NRLM	01-08-2019
8.	Implementation of Income Support Scheme and its Impact on Investment in Agri-culture in Telangana	Dr. Ch. Radhika Rani, Dr. Nithya V.G.	01-08-2019
9.	MGNREGS Minimum Wages and Trends in Rural Wages	Dr. Jyothis Sathyapalan, Dr. Digamabar A, Dr. P. Anuradha	01-08-2019
10.	Impact of DAY-NRLM's PRI-CBO Project on Women's Participation in Gram Sabha and GP's Response to their Demands	Dr. Rajesh Kumar Sinha	01-08-2019
11.	'Role of District Development Coordination and Monitoring Committee (DISHA) in implementation of Rural Development programmes - A study of Award-winning States	Dr. R. Aruna Jayamani	01-08-2019
12.	Evaluation of Unnat Bharat Abhiyan Scheme - A quick in-depth study to track the objectives' achievement	Dr. G. Venkata Raju, Dr. Vanishree Joseph	2019
B. Case Studies			
13.	To study the implementation of e-District Application in the district of Kangra, Himachal Pradesh	Shri K. Rajeshwar, Shri Manu Mahajan	1-7-2019
14.	Mapping Success Story of Rural Community Radio (RCR) - A Case Study	Dr. Akanksha Shukla	1-8-2019
15.	Strategies and Process of Comprehensive Gram Panchayat Development Plan (GPDP) - Documentation of Cases of Successful GPs	Dr. R. Chinnadurai	1-6-2019
16.	Human Resource Support to Gram Panchayats: Case Study of GP Volunteers in Jharkhand	Dr. Rajesh Kumar Sinha	01-08-2019
C. Collaborative Studies			
17.	SHG Behaviour Change Pathways	Dr. S. K. Sathyaprabha, Dr. Sucharita Pujari	1-4-2019
18.	Socio-Economic Empowerment of Rural Women Entrepreneurs through SHGs: A study of UMEED in Jammu & Kashmir	JKIMPA&RD, Jammu & Kashmir	01-08-2019

Annexure - IV

Research Studies Completed during the Year 2019-20

S. No.	Title of the Study	Team	Commenced during
A.	Research Studies		
1.	Participatory Irrigation Management through Water User Associations: an Assessment of some selected Irrigated Command Areas	Dr. U. Hemantha Kumar, Dr. K. Prabhakar, Dr. P. Raj Kumar	2015-16
2.	Study of the Impact of the Climate Change on the Natural Resources and Rural Livelihoods to develop Spatial Decision Support System (SDSS) using Geo-informatics Technology	Dr. P. Kesava Rao, Er. H. K. Solanki, Shri D. S. R. Murthy, Dr. Raj Kumar Pammi	2015-16
3.	Demand Capturing and facilitating access to potential wage employment under Mahatma Gandhi NREGS: An exploratory research in Nalgonda district, Telangana	Dr. Digambar Abaji Chimankar, Dr. G. Rajanikanth	2016-17
4.	Status of Land Allotted to the Poor under different Land Distribution Programmes: An Evaluation in Selected States	Dr. G. V. Krishna Lohi Das	2016-17
5.	Mahatma Gandhi NREGS Assets: Its Comprehensive Assessment	Dr. P. Anuradha, Dr. G. Rajanikanth	2016-17
6.	Women Representatives at Grassroot (GP) level: A Study in Selected States	Dr. S. N. Rao	2016-17
7.	GIS Based Study of Existing Community Infrastructure and Optimum Requirements at Gram Panchayat Level for Assessment of Gaps Using Participatory and Departmental Ap-proach: A case of Gram Panchayat Hantra, District Bharatpur, Rajasthan	Er. H. K. Solanki, Dr. P. Kesava Rao	2016-17
8.	Evaluation of Deen Dayal Upadhyaya Grameen Kaushalya Yojana (DDU-GKY) - A Study across India	Dr. G. Ventaka Raju	2017-18
9.	Relooking into micro irrigation models and issues for up-scaling in India	Dr. K. Krishna Reddy, Dr. Shrikant V. Mukate, Dr. Ravindra S. Gavali, Dr. V. Suresh Babu	2017-18
10.	Role of Service Sector in Expanding the Productive Employment Opportunities in Rural India	Dr. Partha Pratim Sahu	2017-18
11.	An Assessment of Effectiveness of Electronic and Cashless Transactions in Public Distribution System	Dr. K. Prabhakar, Dr. P. Raj Kumar	2017-18
12.	Psychosocial Health of Women Liberated and Non-Liberated from Manual Scavenging in India	Dr. Lakhan Singh	2017-18
13.	Examination of the Reasons for the failure to Prepare District Plans and Implement them - Learning's for Policy Making	Dr. R. Aruna Jayamani, Dr. Y. Bhaskar Rao	2017-18
14.	Institutional Innovations in Response to Agrarian Market Constraints: A Collective Case Study	Dr. Surjit Vikraman, Dr. R. Murgesan	2017-18
15.	An Enquiry into the Practice of Manual Scavenging in India (Case Studies in UP, Maharashtra & Karnataka)	Dr. P. SivaRam, Dr. R. Ramesh	2017-18
16.	Horizontal and Vertical Scanning of Farmer Producer Organization (FPO) for Performance Assessment across the Country - A Project Cycle Study	Dr. Ch. Radhika Rani & Team	2017-18
17.	Digital Media for Development: A Communication Study in Remote Rural Telangana	Dr. Akanksha Shukla, Dr. Kathiresan	2018-19
18.	From Self Help Group (SHG) leaders to Elected Women Representatives (EWRs): A study of Gender Responsive Governance in PRIs	Dr. N. V. Madhuri, Dr. Ruchira Bhattacharya & Team	2018-19
19.	Understanding Gender Differences in Nutrition in relation to Women's Access to Food Production in Rural India	Dr. Ruchira Bhattacharya, Dr. N. V. Madhuri	2018-19
20.	Achieving Sustainable Development Goals through Panchayats: A Study on PRIs-SHGs Convergence	Dr. Pratyusna Patnaik	2018-19
21.	Impact Assessment of Fourteenth Finance Commission Performance Grants on Own Source Revenue Mobilisation By Gram Panchayats	Dr. Rajesh Kumar Sinha, Dr. Vanishree Joseph	2018-19
22.	Agrarian Change and Changes in Land Market in the Rural and Peri-Urban areas and the Impact of these changes on livelihoods of the poor: A compara-tive study of Telangana and Andhra Pradesh	Dr. Nithya V.G., Dr. Ch. Radhika Rani	2018-19
23.	Impact of DAY-NRLM's PRI-CBO Project on Women's Participation in Gram Sabha and GP's Response to their Demands	Dr. Rajesh Kumar Sinha	2019-20

S. No.	Title of the Study	Team	Commenced during
B. Case Studies			
24.	Successful Gram Panchayats Own Source Revenues- Case studies of selected GPs	Dr. R. Chinnadurai	2018-19
25.	Champion of Change: A case study on Punjab's Youngest Sarpanch	Dr. C. Kathiresan	2018-19
26.	Functioning and Demand for the "Dular" initiative of UNESCO	Dr. Ruchira Bhattacharya, Dr. N. V. Madhuri	2018-19
27.	Panchayat Sashaktikaran awarded Fetri Gram Panchayat - Lessons to be learnt	Dr. Pratyusna Patnaik	2018-19
28.	Strategies and Process of Comprehensive Gram Panchayat Development Plan (GPDP) - Documentation of Cas-es of Successful GPs	Dr. R. Chinnadurai	2019-20
29.	Human Resource Support to Gram Panchayats: Case Study of GP Volunteers in Jharkhand	Dr. Rajesh Kumar Sinha	2019-20
C. Collaborative Studies			
30.	Analytical Study on the actual requirement of Manpower in PRIs in the UT of A&N Islands	Dr. C. Kathiresan, Dr. Pratyusna Patnaik, Shri Mohd. Taquiuddin	2018-19
31.	Assessment of Water Conservation and Rejuvenation of Water Bodies (including revers) under MGNREGA: Lessons from Uttar Pradesh and Uttarakhand	Indian Institute of Management Kashipur, Utta-rakhand	2016-17
32.	NREGA and its assets: A Comprehensive Assessment of NREGA assets in Jharkhand, Chhattisgarh an Orissa	Institute for Human Development (IHD), New Delhi	2017-18
33.	Impact of Watershed Development Programme on Socio-Economic Status and its Impact on Livelihoods, Income Standards & Behavioural Aspects of Stakeholders	DDU-SIRD, UP	2016-17
34.	Socio-Economic Evaluation of SHG for the Women Empowerment	DDU-SIRD, UP	2016-17
35.	Comparative Studies between Sloping Agricultural Land Technology (SALT) and Non-Sloping Agricultural Land Technology in Lunglei District, Mizo-ram, India	ETC, Pukpui, Lunglei, Mizoram	2016-17
36.	Impact of Swacch Bharat Abhiyan - A case study of Ri Bhoi District of Meghalaya.	ETC, Nongsder, Meghalaya	2017-18
37.	Practices of customs and traditions in PESA areas	PRTI/ETC, Mashobra, Shimla, HP	2017-18
38.	Analysis of Implementation and Best Practices of 'Swachh Bharat'- A Case Study of Kalahandi District of Odisha	ETC, Bhawanipatna, Kalahandi, Odisha	2017-18
39.	To Study the Behaviour of savings of Rural household among the Garo tribe of Meghalaya	ETC, Dakopgre, Tura Meghalaya	2018-19

Annexure - V

Ongoing Research Studies during the Year 2019-20

S. No.	Title of the Study	Team	Commenced during
A. Research Studies			
1.	Evaluation of SCSP / TSP – A Study of Andhra Pradesh & Telangana	Dr. S. N. Rao	2016-17
2.	Corporate Social Responsibility Spending Methods and Modalities: A Study on NLC and DRL	Dr. R. Murugesan and team	2016-17
3.	Developing Sustainable and Replicable Models on Agriculture - Nutrition Linkages for Better Nutritional Out-comes	Dr. Surjit Vikraman, Dr. R. Murgesan	2017-18
4.	Sustainable Livelihoods and Disadvantaged Communities: A Study of WADI Programme in Select District of Karnataka	Dr. P. Raj Kumar	2017-18
5.	Performance of Rural Development Training Institutions in India: An As-sessment study	Dr T Vijaya Kumar, Dr. Lakhan Singh, Dr. Sonal Mobar Roy	2017-18
6.	NSAP & State Pension Schemes and Extent of DBT- An 8 State Study	Dr. S. N. Rao	2017-18
7.	Socio Economic & Psychological study of Transgender people & Strategies to mainstream them (two-States study)	Dr. S. N. Rao	2017-18
8.	Livelihoods Enhancement and Sustainability (impact) under MGNREGS	Dr. U. Hemantha Kumar, Dr. G.V.K. Lohi Das, Dr. P. Raj Kumar, Dr. P. SivaRam	2017-18
9.	A study on Demonetization and Its Post impact on agriculture: A critical analysis	Dr. K. Krishna Reddy, Dr. Ravindra S. Gavali	2017-18
10.	Performance of the Women headed Gram Panchayats in Bihar: An Analysis on Power, Resistance, Negotiation and Change	Dr. Mukesh Kumar Shrivastava, Smt. Smita Sinha, BIPARD	2017-18
11.	Study of trends in Social Audit findings of MGNREGS and the action taken by the States and its impact	Dr. C. Dheeraja, Dr. S. Srinivas, Shri Karuna Muthiah	2018-19
12.	Effectiveness of Social Audits in Prime Minister's Awas Yojana Gramin	Dr. Srinivas Sajja, Dr. C. Dheeraja, Shri Karuna Muthiah	2018-19
13.	Reverification of ODF Status with a focus on Use and Maintenance: An Empirical Investigation	Dr. R. Ramesh, Dr. P. SivaRam	2018-19
B. Case Studies			
14.	A Case study on Livelihoods Initiatives and standard of Living of Particularly Vulnerable Tribal Groups in Madhya Pradesh	Dr. R. Murugesan	2015-16
15.	Role of Vigilance system on social audit findings of MGNREGS- Case of Andhra Pradesh and Telangana	Dr. C. Dheeraja, Dr. S. Srinivas, Shri Karuna Muthiah	2018-19
C. Collaborative Studies			
i) SIRDPR			
16.	Major Livelihood Sources among Chenchus (PTG)- A Case Study of Mahabub Nagar Dist. Andhra Pradesh	TSIRD, Telangana	2012-13
17.	Impact Assessment of MGNREGS on Livelihoods of Draught Prone Areas: A Case Study of Mahabubnagar Dist. of Andhra Pradesh	TSIRD, Telangana	2012-13
18.	Livelihood Projects/Micro Enterprises through SHGs in Raga CD Block and nearby villages of SIRD under Papumpare District	SIRD, Arunachal Pradesh	2014-15
19.	Action Research Project on Village Disaster Risk Management Plan (VDRMP) at Rasapettai Village in Cuddalore district of Tamil Nadu	SIRD, Tamil Nadu	2015-16

S. No.	Title of the Study	Team	Commenced during
20.	Impact of sanitation campaign on the behavioural change of women in Tripura	SIRD, Tripura	2016-17
21.	Factors Influencing the Enrolment and the Retention of Students at Primary Education in Telangana State (with Reference to the SC & STs)	TSIRD, Telangana	2016-17
22.	Exploring the Relationship between Education and Women Empowerment and Gender Justice: A Comparative Analysis between West Bengal, Kerala and Mizoram	BRAIPRD, West Bengal	2016-17
23.	“Empowering tribal women PRI members in Jharkhand but is it in context to PESA? – A study in ten (10) PESA districts of Jharkhand”	SIRD, Jharkhand	2016-17
24.	e-Panchayat in Jharkhand – Challenges and proposed solutions	SIRD, Jharkhand	2016-17
25.	A Cross-Sectional Study to Evaluate the Impact of Cooked Mid-Day Meal Programme on Nutritional and Educational Status of Primary School Children belonging to Particularly Vulnerable Tribal Groups (Lodha, Birhor and Toto) of West Midnapore, Purulia and Ali	SIRD, West Bengal	2017-18
26.	Convergence Initiatives in MGNREGA: A case study of Rajouri District (J&K)	JKIMPA&RD, Jammu & Kashmir	2017-18
27.	Analytical and Scientific study to determine mentality and institutional structural conditions in connection with the imposition of works of Gram Sabha and Gram Panchayat members under panchayati raj system in Madhya Pradesh	MGSIRD, MP	2018-19
28.	The role of MGNREGA scheme in preventing the migration of labourers in rural areas	MGSIRD, MP	2018-19
29.	Impact of Total Computerization of MGNREGS Scheme (two Janpad Panchayats in Kundam Block, Jabal-pur, MP)	MGSIRD, MP	2018-19
30.	Study of the difficulties experienced in the online entries being made in Panchayat Darpan	MGSIRD, MP	2018-19
31.	Assessment of Institutionalization and Functioning of Gram Sabha and Participation of Women in Gram Sabhas	MGSIRD, MP	2018-19
32.	Socio-economic Status of the Beneficiaries under Pradhan Mantri Awaas Yojana – Gramin in Kundam Block, Jabalpur, MP	MGSIRD, MP	2018-19
ii) ETCs			
33.	Mahatma Gandhi NREGA: A Case Study in Mavoor Gram Panchayat	ETC, Taliparamba, Karimbam, Kannur District, Kerala	2016-17
34.	Action Research for adoption of Pukpui Village in Community Hygiene and Sanitation	ETC, Pukpui, Lunglei, Mizoram	2016-17

Annexure - VI

Action Research Studies of the Year 2019-20

S. No.	Title of the Study	Team	Commenced during
Ongoing Studies			
1.	Design and Development of Roof Tiles, Floor Tiles and Paver Blocks using Compressed Mud Process	Dr. Ramesh Sakthivel	2018-19
2.	Design and Development of a Waterless Urinal System for improving the situation of Girls' Urinals in Schools	Dr. Ramesh Sakthivel	2018-19
3.	100+ Clusters Development Program and Project for creating 250 Model GP Clusters	Dr. Anjan K. Bhanja, Shri Dilip Kumar Pal	2018-19
Completed Studies			
4.	Generation of Sustainable Village Re-sources Development Plans using Participatory GIS Approach (based on Saansad Adarsh Gram Yojana (SGSY) Scheme)	Dr. N. S. R. Prasad, Dr.D. S. R. Murthy, Dr. Raj Kumar Pammi, Dr. P. Kesava Rao	2015-16
5.	Developing Protocols for Mapping and Addressing Agrarian Distress among Rural Households	Dr. Ch. Radhika Rani, Dr. Nithya V. G., Shri Ravinder, Shri Nagaraja	2017-18
6.	Conduct of pilot Social Audits for NSAP	Dr. C. Dheeraja, Dr. Srinivas Sajja, Dr. Rajesh K. Sinha	2018-19
7.	Conduct of Social Audit for PMAY-U	Dr. C. Dheeraja, Dr. Srinivas Sajja	2018-19

Annexure - VII

Consultancy Studies Taken-up during 2019-20

S. No.	Title of the Study	Team	Commenced during
1.	Third Party Evaluation of RKVY Projects undertaken by the Govt. of Andhra Pra-desh during 2015-16 and 2016-17	Dr. G. V. Krishna Lohi Das, Dr. U. Hemanth Kumar, Dr. K. Krishna Reddy	1-4-2019
2.	Convergence of IWMP with MGNREGS and its Implications	Dr. U. Hemanth Kumar, Dr. G. V. Krishna Lohi Das	1-4-2019
3.	Evaluation of Consolidation and End term phase, Batch-III, PMKSY Projects, Nagaland	Dr. A. Simhachalam	01.06.2019
4.	An Evaluation Study on the Performance of National Food Security Act among Rural House Holds in the Backward Districts of Maharashtra and Telangana State” – Consultancy Project	Dr. Akanksha Shukla, Dr. T. Jayan	1.5.2019
5.	StreeNidhi-A Digital Innovation in Indian Microfinance Sector	Dr. M. Srikanth	21.4.2019
6.	Rural Roads Project (PMGSY-II & SFA) of Andaman & Nicobar Islands	Dr. P. Kesava Rao, Dr. M. V. Ravibabu, Dr. N. S. R. Prasad, Er. H. K. Solanki	1.8.2019
7.	Time and Motion Study - MGNREGS	Dr. Jyothis Sathyapalan and Team	2019
8.	University of Reading on Labour Productivity in Public Work Programmes introducing new technologies for Time and Motion Studies in MGNREGS in India	Dr. Jyothis Sathyapalan and Team	2019
9.	Performance of Mission Antyodaya Gram Panchayats - A Quick Mid-term Assessment Study to track the progress (Second Phase Study)	Dr. G. Venkata Raju	2019
10.	Impact Assessment Study on Solar Street Lights – A CSR Initiative of NLCIL in UP	Dr. Murugesan	16.7.2019
11.	Social Water Risk Assessment Study of HCCB (Coco-cola)	Dr. Murugesan	10.10.2019
12.	Impact Evaluation of Financial Inclusion Programmes of UPASaC	Dr. M. Srikanth, Dr. Sonal Mobar Roy, Dr. Bhavani Akkapeddi, Shri Veneet J. Kalloor, Ms. S. Navya Sridevi	10.5.2019
13.	Sustainable Livelihoods and Adaptation to Climate Change (SLACC)	Dr. Ravindra S. Gavali, Dr. K. Krishna Reddy, Dr. V. Suresh Babu	2019

Annexure - VIII

Consultancy Studies Completed during 2019-20

S. No.	Title of the Study	Team	Commenced during
1.	Training Extension and support for online watershed Estimation, E-DPR and Geo-Hydrogeology Model Preparation under Water-shed component of PMKSY	Dr. P. Kesava Rao, Er. H. K. Solanki, Shri D. S. R. Murthy	2015-16
2.	Socio-economic impact of MGNREGS-Longitudinal study in six States	Dr. S. V. Rangacharyulu, Dr. G. Rajanikanth Dr. P. Anuradha	2015-16
3.	Impact of MGNREGA on distress migration in the vulnerable communities- A cohort Mid-Term Repeated measures study in 4 States	Dr. Pratyusna Patnaik& Team	2015-16
4.	Validation of APIB Dehradun data base Project	Dr.P. Kesava Rao, Er. H. K. Solanki, Shri D. S. R. Murthy, Dr. Raj Kumar Pammi	2015-16
5.	Evaluation Study on Integrated Action Plan	Dr. A. Debapriya, Dr. V. Madhava Rao, Dr. Sucharita Pujari	2016-17
6.	Impact of MGNREGS on Socio-Economic Conditions of Rural Households in Telangana State	Dr. P. Anuradha Dr. G. Rajanikanth, Dr. S. V. Rangacharyulu	2016-17
7.	An Evaluation of the SHG-BLP with special reference to its Loan Portfolio and Asset Quality	Dr. M. Srikanth	2017-18
8.	Time and Work Study for PR Functionaries in India	Dr.Y .Bhaskar Rao	2017-18
9.	Developing Service Delivery Standards for Gram Panchayats and Village Councils, Assessment of Human Resource, Work load and Costing of Services	Dr. K. Jayalakshmi, Dr. Y. Bhaskar Rao	2017-18
10.	Compiling and Publishing Handbook on 'Panchayati Raj Statistics	Dr. S. N. Rao	2017-18
11.	Terminal Evaluation of Special Evaluation ACA (RLTAP), 314 MWS under RLTAP	Dr. A. Debapriya, Dr. P. Kesava Rao, Dr. Sonal Mobar Roy, Dr. Aruna Jayamani	2017-18
12.	Terminal Evaluation of Special Evaluation of Special Plan (150 MWS) KBK	Dr. A. Debapriya, Dr. P. Kesava Rao, Dr. Sonal Mobar Roy, Dr. Aruna Jayamani	2017-18
13.	Third Party evaluation of CC roads under MGNREGS of Andhra Pradesh State	Dr. P. Kesava Rao, Dr. M. V. Ravibabu, Dr. N. S. R. Prasad, Er. H. K. Solanki	2017-18
14.	Transforming India through Strengthening Panchayat Raj Institutions by “Continuous Training and e-enablement”	Dr. Pratyusna Patnaik, Dr. C. Kathiresan	2017-18
15.	Capacity Building & Training of Elected Women Representatives (EWRs) in Panchayati Raj Institutions of Jharkhand	Dr. Pratyusna Patnaik	2017-18
16.	Capacity Building & Training of Elected Women Representatives (EWRs) in Panchayati Raj Institutions of Manipur	Dr. Pratyusna Patnaik	2018-19
17.	GIS based Resource Mapping for fisheries development in East Siang district, Arunachal Pradesh.	Dr. A. Simhachalam	2018-19
18.	Use of Geo-Informatics in Rural Roads Projects under PMGSY in the States of Andhra Pradesh, Kerala, and Tamilnadu	Dr. P. Kesava Rao, Er. H. K. Solanki	2018-19
19.	Use of Geo-Informatics in Rural Roads Projects under PMGSY in the States of Tripura, Madhya Pradesh and Sikkim.	Dr. N. S. R. Prasad, Dr. M. V. Ravibabu	2018-19
20.	Performance of Mission Antyodaya Gram Panchayats - A Quick Mid-term Assessment Study to track the progress (Second Phase Study)	Dr. G. Venkata Raju	2019-20
21.	Impact Assessment Study on Solar Street Lights – A CSR Initiative of NLCIL in UP	Dr. Murugesan	2019-20
22.	Social Water Risk Assessment Study of HCCB (Coco-cola)	Dr. Murugesan	2019-20
23.	Impact Evaluation of Financial Inclusion Programmes of UPASaC	Dr. M. Srikanth, Dr. Sonal Mobar Roy, Dr. Bhavani Akkapeddi, Shri Veneet J. Kalloor, Ms. S. Navya Sridevi	2019-20
24.	RuRBAN Mission: A Study of Smart Villages in making	Dr. R. Ramesh Dr. P. SivaRam	2018-19

Annexure - IX

Ongoing Consultancy Studies during 2019-20

S. No.	Title of the Study	Team	Commenced during
1.	Establishment of CGARD Technology Centre at Madagascar	Dr. P. Kesava Rao, Dr. N. S. R. Prasad, Dr. M. V. Ravibabu, Er. H. K. Solanki	2017-18
2.	Generation, mapping and web publishing of geo-database on shifting cultivation by rotation cycle using geo-spatial technologies: A study of seven districts of NE India.	Dr. A. Simhachalam, Dr. N. S. R. Prasad	2017-18
3.	Use of Geo-Informatics in Rural Roads Projects under PMGSY in the States of Gujarat, Odisha and Uttarakhand	Dr. M. V. Ravibabu, Dr. N. S. R. Prasad	2018-19
4.	Use of Geo-Informatics in Rural Roads Projects under PMGSY in the States of Haryana, Uttar Pradesh and Himachal Pradesh	Er. H. K. Solanki, Dr. P. Kesava Rao	2018-19
5.	Use of Geo-Informatics in Rural Roads Projects under PMGSY in the States of Arunachal Pradesh, and Assam	Shri A. Simhachalam, Dr. N. S. R. Prasad	2018-19
6.	Spectral Library generation and comparison of various rice crops using Hyperspectral and Multi-spectral sensors in Kurnool, Andhra Pradesh	Dr. M. V. Ravibabu, Dr. K. Suresh	2018-19
7.	Agro-Climatic Planning and Information Bank (APIB) in Tehri-Gharwal District, Uttarakhand	Dr. P. Kesava Rao, Dr. N. S. R. Prasad, Dr. M. V. Ravibabu, Er. H. K. Solanki	2018-19
8.	Third Party evaluation of Geo-tagging of MGNREGS Assets	Dr. P. Kesava Rao, Dr. N. S. R. Prasad, Er. H. K. Solanki, Dr. M. V. Ravibabu	2018-19

Annexure - X

Village Adoption Studies Ongoing during 2019-20

S. No.	State	District	Block	Cluster of Villages
1.	Andhra Pradesh	Kurnool	Nandavaram Mandal	NagalaDinne, Gurujala, Rayachoty
		Ananthapur	Lepakshi	Kondur GP
2.	Arunachal Pradesh	District - West Kameng	Circle-Dirang	Villages- Chander, Pangma and Panchvati. Two more villages, i.e. Cherong and Semnak may also be covered in second phase. GP- Thembang
3.	Assam	Nalabari	Borigog Bunbhang & Pub Nalabari Development Block	Guwa kuchi, Tantrasankara Balikuchi, Bajali Udaypur Kathora
4.	Bihar	Gaya	Bodh Gaya Block	Bakrour and Basarhi GP Cluster
5.	Chhattisgarh	Dhamtari	Kurud	Mulle, Anwari, Kanjarpuri
6.	Goa	South Goa	Sanguem	Uguem, Bhati, Curdi, Neturlim, Kalay Kalem
7.	Gujarat	Gandhinagar Patan	Dehgam Block Harij Block	Badapur GP Buda GP
8.	Haryana	Karnal	Nilokheri	Manchuri, Pastana Bir Badalwa
9.	Himachal Pradesh	Shimla	Mashobra	GP Kot
10.	Jammu & Kashmir	Jammu Budgam	Akhnoor Khansahib	Rajachak Frestwar
11.	Jharkhand	Ramgarh	Mandu	Gargali Cluster
12.	Karnataka	Mysore	Tirumakudalu Narasipura	Madapura GP
13.	Kerala	Idukki	Munnar & Chinnakanal	Kannan Devan Hills, Vattavada, Gundumalai, Chinnakanal
14.	Madhya Pradesh	Jabalpur	Kundam Block	4 villages under Jujhari Gram Panchayat
15.	Maharashtra	Pune	Purandar	Sonari GP
16.	Manipur	Imphal East	Kshetrigao Block	Top Dusara Gram Panchayat
17.	Meghalaya	Ri Bhoi	Kyrdem Block	Kyrdem, Nongydet, Nongthymmai, Mawpun, Mawdwar
18.	Mizoram	Aizawl	Aibawk, R. D. Block	Sumsuih, Chamring, Hmuifang
19.	Nagaland	Dimapur	Chumukedima	Doshehe, Bamunpukhuri A, Darogajan, Toluvi, Bamunnpukhuri B, Sugarmill Area Village
20.	Odisha	Cuttack	Narsinghpur Block	Saradhapur GP
21.	Punjab	Amritsar	Atari	Roadanwala Kalan Roadanwala Khurd Moddey, Dhanoe Kalan
22.	Rajasthan	Jaipur	Shahpura	Hanutia, Markhi, Bishangarh
23.	Sikkim	South Sikkim	Jorthang	Denchung, Dong, Nandgaon, Samatar, Samseybong, Poklok-Denchung-GP
24.	Tamil Nadu	Virudhunagar	Aruppukottai	Palavanatham, Kulluorsandhai, Soolakkarai, T. Meenatchipuram
25.	Telangana	Mahabubnagar	Farooknagar	GP: Burgula
26.	Tripura	Dhalai	Salema	Kalachari GP
27.	Uttar Pradesh	Rai Bareilly	Lalganj	Behta, Bundai, Narsinghpur Malpura
28.	Uttarakhand	Pithoragarh	Gangolihat	Kharik, Sunoli, Piplet, Jajut and Uprada. GP: Uprada and Jaju
29.	West Bengal	Uttar Dinajpur	Kanki GP of Goalpokhar-II Block	Simulia, Nayanagar, Matiyari, Suiya, Basatpur

Annexure - XI

List of Members of General Council

S. No.	Name and Address
1.	Shri Narendra Singh Tomar Hon'ble Union Minister for Rural Development Krishi Bhavan, New Delhi - 110 001
2.	Sadhvi Niranjan Jyoti Hon'ble Minister of State for Rural Development Krishi Bhavan, New Delhi - 110 001
3.	Hon'ble Minister of State for Panchayati Raj Room No. 322, Krishi Bhavan, New Delhi - 110 001
4.	Shri Nagendra Nath Sinha, IAS Secretary, Department of Rural Development Ministry of Rural Development, Krishi Bhavan New Delhi - 110 001
5.	Chairman Kajra District Co-operative Milk Producers' Union Ltd Amul Dairy, Anand-388001. Gujarat
6.	Chairman University Grants Commission (UGC) Bahadur Shah Zafar Marg New Delhi - 110002
7.	President Association of Indian Universities (AIU) 16 Comrade Indrajit Gupta Marg Opposite National Bal Bhavan, Near I.T.O New Delhi - 110002
8.	Secretary (DWS) Ministry of Drinking Water and Sanitation C Wing, 4th Floor Pandit Deendayal Antyodaya Bhawan, CGO Complex Lodhi Road, New Delhi - 110003
9.	Secretary, Department of Land Resources Ministry of Rural Development Krishi Bhavan, New Delhi - 110 001
10.	Secretary, Ministry of Panchayati Raj Krishi Bhavan, New Delhi -110 001
11.	Secretary, Ministry of Agriculture and Farmers' Welfare Room No. 115, Krishi Bhavan New Delhi - 110 001
12.	Secretary, Department of Higher Education Ministry of Human Resource Development 127-C, Shastri Bhawan, New Delhi
13.	Secretary, NITI Aayog C-8, Tower-I, New Moti Bagh, New Delhi- 110 021
14.	Secretary, Department of Personnel & Training (DoPT) Ministry of Personnel, Public Grievances and Pensions Department of Personnel & Training North Block, New Delhi - 110 001
15.	Secretary (FS), Department of Financial Services Ministry of Finance 6A, 3rd floor, Jeevan Deep Building Sansad Marg, New Delhi-110001
16.	Additional Secretary & Financial Adviser Ministry of Rural Development Krishi Bhavan, New Delhi - 110 001

S. No.	Name and Address
17.	Additional Secretary, Ministry of Rural Development Krishi Bhavan, New Delhi - 110 001
18.	Joint Secretary (Training) Ministry of Rural Development Krishi Bhavan, New Delhi - 110001
19.	Joint Secretary Ministry of Tribal Affairs 218, 2nd Floor, D Wing Shastri Bhawan, New Delhi - 110 001
20.	Joint Secretary (SD & Media) M/o Social Justice & Empowerment Shastri Bhawan, C Wing Dr. Rajendra Prasad Road, New Delhi - 110 011
21.	Vice-Chancellor Jawaharlal Nehru University, New Delhi-110 067
22.	Vice-Chancellor University of Hyderabad Gachibowli, Hyderabad-500046
23.	Director General National Institute of Rural Development and Panchayati Raj Rajendranagar, Hyderabad -500030
24.	Secretary (DARE) & Director General, ICAR A-1, NASC Complex, DPS Marg New Delhi-110 012
25.	Director Rural Self-Employment Training Institute, No.1210, 1st Floor, Above ICICI Bank, 80 Feet Road, 560 104, Chandra Layout, Bengaluru- 560040, Karnataka
26.	Senior Adviser Ministry of Skill Development and Entrepreneurship Room No.322, B-Wing, Shram Shakti Bhawan, Rafi Marg New Delhi - 110001
27.	Joint Secretary, RL & Mission Director (NRLM) 7th Floor, NDCC-II Ministry of Rural Development Jay Singh Road, New Delhi - 110001
28.	Executive Director (in-charge) Financial Inclusion and Development Department (FIDD) 10th Floor, Central Office Building Shahid Bhagat Singh Marg, P.B.10014, Mumbai - 400 001
29.	Chief General Manager NABARD 1-1-61, RTC 'X' Road PB No.1863, Musheerabad Hyderabad, Telangana-500020
30.	Director Institute of Rural Management Post Box No. 60, Anand, Gujarat- 388001
31.	Director Tata Institute of Social Sciences V.N. Purav Marg, Deonar, Mumbai - 400088
32.	Director Indian Institute of Management Vastrapur, Ahmedabad, Gujarat - 380 015

S. No.	Name and Address
33.	Director Indian Institute of Technology Kharagpur, West Bengal-- 721 302
34.	Director Indian Institute of Technology, Banaras Hindu University Varanasi, Uttar Pradesh- 221005
35.	Director Indian Institute of Forest Management (IIFM) Post Box No. 357, Nehru Nagar, Bhopal - 462003
36.	Director General MANAGE Rajendranagar, Hyderabad - 500030
37.	Director (i/c) Centre for Women's Development Studies (CWDS) 25, Bhai Vir Singh Marg (Gole Market) New Delhi - 110001, India
38.	Chetna - Secretary Raura Sector, Bilaspur-174001 Himachal Pradesh
39.	Administrative Manager Arogyadham Deendayal Research Institute Siyaram Kutir, Chitrakoot Satna - 485331, Madhya Pradesh
40.	Secretary, Vikas Bharti, Block - Bishnupur PS-Bishunupur, District - Gumla, Jharkhand
41.	Director General Rambhau Mhalgi Prabodhini 17, Chanchal Smruti G.D. Ambedkar Marg, Wadala Mumbai-400031
42.	Editor (Rural Affairs), Indian Express Express Building B-1/B, Sector-10, Noida-201 301 Uttar Pradesh, India
43.	Director Institute of Economic Growth University of Delhi (North Campus) New Delhi - 110 007
44.	Shri Pasha Patel, Vithal Housing Society, Church Road, Latur, Maharashtra - 412 512
45.	Principal Secretary, PR&RD Rural Development Department Room No. 607, Sachi Bhawan, UP Secretariat Lucknow, Uttar Pradesh- 266 001
46.	Principal Secretary Department of Rural Development Government of Assam Janata Bhawan, 'E' Block, Ground Floor Dispur, Guwahati-781006, Assam
47.	Principal Secretary Government of Odisha Rural Development Department Secretariat, Bhubaneswar- 751 001, Odisha

S. No.	Name and Address
48.	Secretary Panchayat & Rural Development Department Govt. of Madhya Pradesh Vallabh Bhavan, Bhopal - 462004 Madhya Pradesh
49.	Secretary Rural Development & Panchayat Raj Dept. Government of Maharashtra 7th floor, Bandhkam Bhavan, 25-Marzban Road, Mumbai, Maharashtra- 400001
50.	Additional Chief Secretary, Rural Development & PR Dept. Government of Rajasthan Secretariat, Jaipur, Rajasthan - 302005
51.	Additional Chief Secretary Rural Development & Panchayati Raj Govt. of Manipur, New Secretariat, Imphal-795001
52.	Vice-Chancellor Delhi University, Benito Juarez Rd, South Moti Bagh South Campus, Delhi 110021
53.	Dr. R. M. Pant Director, NIRDPR-NERC, Guwahati-781022
54.	Dr. Y. Ramana Reddy Professor & Head (CHRD) NIRDPR, Hyderabad - 500030
55.	Dr. C. Kathiresan Associate Professor (CPR) NIRDPR, Hyderabad-500030
56.	Smt. Radhika Rastogi, IAS Deputy Director General NIRDPR, Hyderabad-500030
57.	Director General Bihar Institute of Public Administration & RD Walmi Campus Phulwari Sharif, Patna - 801505, Bihar
58.	Dy. Commissioner, Karnal and Director-cum-Principal Haryana Institute of Rural Development ETC Complex District - Karnal, Nilokheri - 132117 Haryana
59.	Principal Regional Rural Development Training Centre Beside Forest Department Sanjay Nagar, Dhamtari District Kurud - 493663, Chhattisgarh

Annexure - XII

List of Members of Executive Council

S. No.	Name and Address
1.	Secretary, Department of Rural Development Ministry of Rural Development Krishi Bhavan, New Delhi - 110 001
2.	Director General, NIRDPR Rajendranagar, Hyderabad, Telangana-500030
3.	Secretary, Department of Panchayati Raj Ministry of Panchayati Raj Krishi Bhavan, Dr. Rajendra Prasad Road New Delhi - 110001
4.	Secretary (DWS) Ministry of Drinking Water and Sanitation C Wing, 4th Floor, Pandit Deendayal Antyodaya Bhawan CGO Complex, Lodhi Road, New Delhi
5.	Secretary, Department of Land Resources Ministry of Rural Development Krishi Bhawan, New Delhi - 110 001
6.	Additional Secretary, Department of Rural Development Ministry of Rural Development Krishi Bhavan, New Delhi - 110 001
7.	Additional Secretary & Financial Advisor Department of Rural Development Ministry of Rural Development Krishi Bhavan, New Delhi - 110 001
8.	Joint Secretary (Training) Ministry of Rural Development Krishi Bhavan, New Delhi - 110001
9.	Dr. Jyothis Sathyapalan Professor & Head, CWE NIRDPR, Hyderabad, Telangana-500030
10.	Director Kerala Institute of Local Administration (KILA) Mulamkunnathukavu P.O. Thrissur, Kerala
11.	Director, IIT Hyderabad, Kandi, Sangareddy, Telangana- 502285
12.	Director National Innovation Foundation - India Grambharti, Amrapur Gandhinagar, Gujarat-382650
13.	Secretary (FS) Department of Financial Services Ministry of Finance 6A, 3rd floor, Jeevan Deep Building, Sansad Marg New Delhi-110001

Annexure - XIII

List of Members of Academic Council

S. No.	Name and Address
1.	An eminent person with deep knowledge of rural development sector and high academic credentials shall be the Chairman (Part time) of the Academic Council. The Director General of the Institute shall be the Co-Chairman.
2.	Joint Secretary in-charge of Training in Department of Personnel, HRD, Agriculture, Rural Development, E&F, Panchayati Raj, etc.
3.	Deputy Director General (Programme Support) of NIRDPR - Member Secretary
4.	Deans of Schools of NIRDPR: i. Dr. R. Murugesan, Professor & Head, CSRPPP&PA ii. Dr. G. Venkata Raju, Professor & Head, CPME iii. Dr. Jyothis Sathyapalan, Professor & Head, CWE iv. Dr. Ravindra S. Gavali, Professor & Head, CNRM v. Dr. Y. Ramana Reddy, Professor & Head, CFL
5.	One nominee each of National training institutions like IRMA, LBSNAA, ASCI, IIPA, etc.
6.	Four persons with special knowledge nominated by the Chairman with the approval of the Chairperson of the Executive Council, but not exceeding two years.
7.	Heads of five SIRDs of States who are members of General Council (By rotation every two years) i. Director Mahatma Gandhi State Institute of Rural Development & Panchayati Raj, Adhartal, Jabalpur (MP) ii. Director State Institute of Rural Development & Panchayati Raj Gopabandhunagar, Bhubaneswar (Odisha) iii. Director General IGPRS & Gramin Vikas Sansthan Jaipur (Rajasthan) iv. Director State Institute of Panchayati Raj & Rural Development, Imphal (Manipur) v. The Commissioner, Karnal and Director cum Principal Haryana Institute of Rural Development, Nilokheri (Haryana)

Annexure - XIV

Faculty Development Programmes attended by Faculty and Non-Faculty Members during 2019-20

International (Academic) 2019-20

S. No.	Name of the Faculty Member and Designation	Name of the International Training Programme
1.	Dr. Sonal Mobar Roy Assistant Professor, CPGS&DE	Oral presentation of Paper at International Health Conference at St. Hugh's College, Oxford University, United Kingdom during 25-30 June, 2019.
2.	Dr. Rajesh Kumar Sinha Assistant Professor, CRTCN	Workshop at Taiwan International Cooperation for Development Fund on "Local Social Development" at Taipet, Taiwan, Republic of China, during 11 – 24 July, 2019.
3.	Dr. M. Srikanth Associate Professor & Head i/c, CFIE	Exposure Visit Programme on Co-operative Business Model in Sri Lanka in collaboration with Vaikunth Mehta National Institute of Cooperative Management (VAMNICOM), Pune and National Institute of Cooperative Deployment (NICD), Polgolla, Sri Lanka during 03-06 September, 2019 at National Institute of Cooperative Development (NICD), Polgolla, Sri Lanka.
4.	Dr. Pratyusna Patnaik Assistant Professor, CPR	Exposure Visit Programme on Co-operative Business Model in Sri Lanka in collaboration with Vaikunth Mehta National Institute of Cooperative Management (VAMNICOM), Pune and National Institute of Cooperative Deployment (NICD), Polgolla, Sri Lanka during 03-06 September, 2019 at National Institute of Cooperative Development (NICD), Polgolla, Sri Lanka.
5.	Dr. Ravindra S. Gavali Professor & Head, CNRM	Training-cum-Workshops under the Taiwan International Cooperation and Development Fund (Taiwan-ICDE) on "Water Management" from 18th September, 2019 to 1st October at Taiwan, RO China.
6.	Dr. Jayanta Choudhury Associate Professor (on deputation), NIRDPR, NERC, Guwahati	Permission to attend Disaster Management and Community Resilience (DMRC) using Technology organised by Oxfam and University of Dhaka during 30th November 2019 to 1st December 2019 at University of Dhaka, Dhaka, Bangladesh.

National (Academic)

S. No.	Name of the Faculty Member and Designation	Name of the International Training Programme
1.	Shri K. Rajeshwar, Assistant Professor, CICT	National Trainer Development Programmes (TDP) – DoPT, Gol sponsored 5 days National Level Courses on “Management of Training (MoT)” conducted by Dr. MCR HRD Institute, Hyderabad during 11-15 June, 2019.
2.	Dr. Sonal Mobar Roy Assistant Professor, CPGS&DE	National Trainer Development Programmes (TDP) – DoPT, Gol sponsored 5 days National Level Courses on “Management of Training (MoT)” conducted by Dr. MCR HRD Institute, Hyderabad during 11-15 June, 2019.
3.	Dr. Ch. Radhika Rani Associate Professor & Head, CAS	Training-cum-Exposure Visit to Israel on “Hitech Agriculture, Agro-Processing Dairying and Water Resource Management” during 18 – 25 November, 2019 organized by Bankers Institute of Rural Development, Lucknow
4.	Dr. R. Murugesan Professor & Head, CSR, PPP & PA	National Summit on Menstrual Hygiene and Management organized by an NGO named Gramalaya, held during 26-27 September, 2019 at India Habitat Centre, New Delhi
5.	Dr. Ruchira Bhattacharya Assistant Professor, CGSD	Course on ‘Design of Training (DOT) at Institute of Secretariat Training & Management (ISTM) during 23-27 September 2019 at New Delhi
6.	Dr. Akanksha Shukla Associate Professor & Head (i/c), CDC	Participation and to Present a paper in three-day International Science Film Festival of India (ISFFI) at Satyajit Ray Film and Television Institute, Kolkata organised at IISF 2019 during 6-8 November, 2019 at Kolkata
7.	Dr. R Ramesh Associate Professor, CRI	Certificate Programme on “Case Teaching and Case Writing” during 03-07 January, 2020 at Indian Institute of Technology, New Delhi
8.	Dr. Lakhan Singh Assistant Professor, CHRD	Presentation of Paper in 2nd International Conference on Rural Development, Social Dynamics and Women Welfare organised by Endling Conferences Private Limited at Hyderabad during March 04-05, 2020 at Hyderabad.

National (Non-Academic)

S. No.	Name of the Faculty Member and Designation	Name of the International Training Programme
1.	Ms. Padma Lata, CS&J	National Trainer Development Programmes (TDP) – DoPT, Gol sponsored 5 days National Level Courses on “Management of Training (MoT) conducted by Dr. MCR HRD Institute, Hyderabad during 11-15 June, 2019.
2.	Ms. Arshiya, CS&J	National Trainer Development Programmes (TDP) – DoPT, Gol sponsored 5 days National Level Courses on “Management of Training (MoT) conducted by Dr. MCR HRD Institute, Hyderabad during 11-15 June, 2019.
3.	Shri Ramakrushna Reddy Junior Hindi Translator	Induction Translation Training Course (Compulsory) conducted by Central Translation Bureau, Bangalore during 1 st October 2019 to 14 th November, 2019 at Bangalore
4.	Ms. Soni Arpana Lakra Batch-1 PGDM-RM student, CPGS&DE	National Summit on Menstrual Hygiene and Management organized by an NGO named Gramalaya, held during 26-27 September, 2019 at India Habitat Centre, New Delhi
5.	Shri Amit Wahane Batch-1 PGDM-RM student, CPGS&DE	National Summit on Menstrual Hygiene and Management organised by an NGO named Gramalaya, held during 26-27 September, 2019 at India Habitat Centre, New Delhi
6.	Shri T. Rama Krishna Sr. Programmer,CICT	Workshop on “Faculty Development Programme (FDP) on Deep Learning and its Applications” at Vasavi Engineering College, during 25-30 November, 2019 at Hyderabad



National Institute of Rural Development and Panchayati Raj

Ministry of Rural Development, Government of India

Rajendranagar, Hyderabad - 500 030, India

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