



TRAINING  
& CAPACITY  
BUILDING



RESEARCH  
& CONSULTANCY



POLICY  
FORMULATION  
& ADVOCACY



TECHNOLOGY  
TRANSFER



ACADEMIC  
PROGRAMMES



INNOVATIVE  
SKILLING  
& LIVELIHOOD



## CORPORATE SOCIAL RESPONSIBILITY AND RURAL DEVELOPMENT





## 3 Corporate Social Responsibility and Rural Development

### CONTENTS

- 7**  
NIRDPR and UNICEF organise 7<sup>th</sup> WASH (Water, Sanitation and Hygiene) Conclave on the theme 'Hygiene Matters'
- 9**  
Online training for elected representatives of Action Research Project by Beacon Panchayat Leaders
- 10**  
Online workshop-cum-ToT for rural development professionals from KILA and SIRD, Kerala on Gender Responsive Governance
- 11**  
OL section, NIRDPR organises online Hindi workshop on Unicode
- 12**  
Managing stubble burning: possible remedial measures
- 15**  
Online training of State level Master Trainers' teams on preparation of Block Development Plan
- 16**  
Development of Model Gram Panchayat Clusters through CSR
- 17**  
NIRDPR organises meeting of Town Official Language Implementation Committee -2, Hyderabad
- 18**  
Online training to SIRD faculty and SRPs on concepts of NRLM
- 19**  
Training of SRG members of Telangana POSHAN Abhiyaan on Interpersonal Communication and Social Behaviour Change Communication



## Corporate Social Responsibility and Rural Development

The present 21<sup>st</sup> century is characterised by unprecedented challenges and opportunities, arising from globalisation, the desire for inclusive development and the imperatives of climatic change. The Confederation of Indian Industries (2014) viewed that the business houses are the responsible component of sustainable development and are poised to take on a leadership role in the challenges through Corporate Social Responsibility (CSR). The CSR is fundamentally a philosophy or a vision about the organic relationship of business and the society. It is also known as corporate responsibility, corporate citizenship, responsible business and corporate social performance, (it) is a form of corporate self-regulation integrated into a business model. Now CSR becomes the deliberate inclusion of public interest into corporate decision-making, and the honouring of a triple bottom line: People, Planet, and Profit.

CSR has originated in the USA during 1950s; this has a long tradition in India but it was not familiarised. This mounting concept came into prominence in public debate that encourage organisations to consider the interests of society by taking responsibility for the impact of the

organisation's activities on customers, employees, shareholders, communities and the environment in all aspects of its operations. This commitment is witnessed to extend beyond the statutory obligation to comply with legislation and sees organisations voluntarily taking further steps to improve the quality of life for employees and their families as well as for the local community and society at large.

With the advent of new Companies Act, 2013, there is a growing realisation that the corporates should contribute to social activities with an immediate desire to improve the country.

### Evolution of CSR in India

The evolution of CSR in India refers to changes over time in cultural norms of corporation's engagement and the way business is managed to develop positive impacts on communities, cultures, societies, and environment in which those corporations operated. In India, CSR motives changed during the Independence movement towards social reforms to encourage empowerment of women and rural development. In the recent years, the Government of

India has also enhanced its focus on persuading companies to participate in addressing social and developmental issues, not only as a part of their social responsibility but also their business practices. The Government has enacted the new Companies Act, 2013 and that came into effect from 1<sup>st</sup> April, 2014. Under the Act of 2013, any company having a net worth of Rs. 500 crore or more or a turnover of Rs. 1,000 crore or more or a net profit of Rs. 5 crore or more has to spend at least 2 per cent of its last three years average net profits on CSR activities as specified in schedule VII of the said Act, 2013 and amended from time to time. This has rapidly evolved with major companies focusing on strategic CSR initiatives to contribute towards nation building. And gradually, the companies in India started focusing on need-based initiatives aligned with the national priorities such as public health, education, livelihoods, water conservation and natural resource management, etc., and a large number of companies are reporting the activities what they are undertaking in this space on their websites, annual reports, sustainability reports and are even publishing exclusive CSR reports.

Some observers, however, have pointed out that the practice of CSR in India still remains within the philanthropic space and the available evidence spelt serious organisational problems beset all service organisations, ranging from lack of commitment in development, bureaucratic rigidity, outside interference of domination, corruption, etc., to lack of networking and managerial skills.

### CSR and Sustainability

As per the Brundtland Commission's Report (1987), (corporate) sustainability is derived from the concept of 'sustainable development' as 'development that meets the needs of the present without compromising the ability of future generations to meet their own needs'. It essentially refers to the role that companies can play in meeting the agenda of sustainable development and entails a balanced approach to economic progress, social progress and environmental stewardship. As it is evident from the various definitions of CSR put forth by the global organisations the notion of CSR and sustainability seems to be converging. In India, CSR tends to focus on what is done with profits after the companies are made. On the other hand, sustainability is about factoring the social and environmental impacts of conducting business, that is, how profits are made. Hence, much of the Indian practice of CSR is an

important component of sustainability or responsible business, which is a larger idea, a fact that is evident from various sustainability frameworks. Since corporate social responsibility and sustainability are so closely entwined, it can be said that corporate social responsibility and sustainability is a company's commitment to its stakeholders to conduct business in an economically, socially and environmentally sustainable manner that is transparent and ethical.

### CSR and Social Investment

Rural Development in India consists of sustainable agriculture and livelihood in subsidiary enterprises with a better socio-economic prospect because 68.8 per cent of the country's population lives in rural villages. The population below poverty line itself constitutes 25.7 per cent. In the recent years, Indian agriculture contributes less than 18 per cent to the GDP even though the share of agriculture in rural employment is 67.9 per cent. Even after reaching seven decades of independence, rural India is still suffering from several issues related to agriculture, socio-economic conditions, infrastructural development, communications and other public utility services, etc.

The Ministry of Rural Development envisages providing urban facilities like health, education and employment opportunities in villages. The focus is

to solve those kind of developmental issues to generate potential employment opportunities in rural areas. It is obvious that enormous human resource is also available in rural area but it requires to be deployed in constructive jobs for making rural economy effective. India, traditionally is an agricultural country and so, majority of rural people depend on it for employment. Despite government's efforts to grow the rural economy, the change is slow for reasons of poor acceptance by farmers, poor policy implementation and lack of coherent thinking among stakeholders, etc. Hence, a sustainable agriculture development is necessary to establish a stable economic activity for which social investment is required in rural areas in the form of 'Corporate Social Responsibility'.

In fact, corporates are also operating in rural areas for gaining profit but they are equally responsible towards the society and its betterment. The current opportunity of huge funding in the form of social investment by corporate houses under the new law, a vibrant change can be made if proper investment policy envisaged under UNO charter of 'Millennium Development Goals' is adhered to. Social investments in rural areas can be in the form of agricultural system advancement, related livelihood and community development, etc. Agriculture, which is the back bone of rural development, needs a lot of support to increase the farm income. Social investments in terms of creating knowledge parks for updating the knowledge on improved agricultural practices and cultivation of high value crops will enhance farm income and on-farm employment. The other important area for social investments is to establish small scale industries and village-based industries which can employ major rural population in both in-season and non-



*School building constructed under CSR initiatives of NLC, Neyveli, Tamil Nadu*

season for boosting the income. Social investments in the area of information and skill development will improve the yields and profits with more rural livelihoods. Information technology can be effectively utilised to provide the services in rural areas. Health, which is seen as index of development, needs an effective delivery system. Social investments can also be done in health sector by establishing rural healthcare units, and conducting health camps to prevent major diseases. Information kiosks can be established by training the rural youth for delivering various services at the rural level. Training rural women in value addition to the farm produce and by creating market avenues will help in addressing gender issues in rural areas. A better infrastructure in rural areas can build the rural economy making easy access to all the available services. Social investments in creation of infrastructure help in providing urban facilities in rural areas and also, prevent the urban migration in search of livelihood. At last, there are many factors which hinder the development of rural India and its progress. Hence, proper planning and government's policy need to be framed and legal policies should be made in response to Social investment.

### **Getting involved in Robust CSR Programme**

With the advent of new Companies Act, 2013, there is a growing realisation that the corporates should contribute to social activities with an immediate desire to improve the country and its environment where they work and many companies are taking keen interest in such activities. Companies that pay genuine attention to the principles of social responsibility are also favoured by the public who prefer to consume

their goods and services. This has given rise to the concept of Corporate Social Responsibility (CSR). By social responsibility, we mean a doctrine that claims an entity whether it is a State, government, corporation, organisation or individual has a responsibility towards the society. According to Infosys founder, Shri Narayana Murthy, 'social responsibility is to create maximum shareholders value working under the circumstances, where it is fair to all its stakeholders, workers, consumers, the community, government and the environment'. The Commission of the European Communities (2001) stated that being socially responsible means not only fulfilling legal expectations, but also going beyond compliance and investing 'more' into human capital, the environment and the relation with stakeholders.

Even though companies are taking serious efforts for the sustained development, some critics still are questioning the concept of CSR. There are people who claim that CSR underlies some hidden motives while others consider it as a myth. Given the least participation and managerial skills among the poor, can there be any effective development without interference of outside management knowledge? And if they get help of multiple stakeholders, whether professional or political, can they continue to raise the social interests of the poor? The answer could be the real bonding of corporate giants with community-based organisations for removing poverty or overall social development that would be one of the most exciting areas of organisational experimentation. This conjoined effort of corporates, PRIs, government development agencies and Voluntary Organisations would directly influence the public to achieve the fruits of development in rural India.



*Solar Photovoltaic of 18W- installed at Phephana village*

### **New Approach to Inclusive Rural Development**

Social responsibility as it is viewed as an ethical or ideological theory, there is a large inequality in the means and roles of different entities whether it is a corporation, government, non-government organisation or individual to fulfil their claimed responsibility. This is mainly due to immature approaches between and among these players in rural development. The challenge today is to identify CSR priorities and incentives that are meaningful in their national context, and to play a role in strengthening appropriate local initiatives. There is a significant opportunity to harness enthusiasm for CSR to help achieve its goal of reducing poverty through "Tri-Sector Partnership: Government, Corporates and NGOs" uniting to help rural India face globalisation and climatic change. It is believed that such congregating approach will provide a potential answer to the sort of external help that can give rise to the social responsibilities of the corporate houses which are actively involved in the upliftment of the rural poor. Further, it would throw a light on facilitating the development processes by ensuring people's involvement on public spending and partnership with private players for triumphing inclusive development in the rural areas.



*An overhead tank constructed under CSR initiatives for distribution of potable drinking water at Cuddalore, Tamil Nadu*

### **NIRDPR – CSR – NGO Partnership:**

India lives in its villages. Literally and from the social, economic and political perspectives, the statement is valid even today. People in rural areas should have the same quality of life as is enjoyed by people living in sub-urban and urban areas. Further there are cascading effects of poverty, unemployment, poor and inadequate infrastructure in rural areas on urban centres causing slums and consequential social and economic tensions manifesting in economic deprivation and urban poverty. Hence, rural development, which is concerned with economic growth and social justice, improvement in the living standard of the rural people by providing adequate and quality social services and minimum basic needs, becomes essential. Corporate Social Responsibility is thus considered very important as far as rural areas are concerned and hence, the National Institute of Rural Development and Panchayati Raj (NIRDPR) intends to work on this approach to inclusive rural development.

The Centre for CSR, PPP & PA, NIRDPR works for both socio-economic and feasibility components of inclusive rural development partnering with corporates, private and public enterprises, NGOs and Panchayati Raj Institutions at grassroots level. To ensure sustainability, the centre would commit itself to build a framework

and to address the basic needs of the deprived, under-privileged, neglected and weaker sections of the society which comprise SC, ST, OBC, minorities, BPL families, old aged, women/girl child, physically challenged and so on.

### **Perspectives of NIRDPR on CSR**

NIRDPR, a 'think-tank' for the Ministries of Rural Development and Panchayati Raj has established one special Centre for CSR, Public Private Partnership & Peoples Action by recognising the challenges and opportunities in the subject. It will collaborate with all stakeholders of development and function as 'Nodal Agency' for engaging the leaders in business, SMEs, government development administration, Non-Government Organisation, cooperative societies, voluntary agencies, public and Private enterprises and all other institutional networks for inclusive rural development. The major functional responsibilities are:

- To create professional network/ CSR hub for all the stakeholders in the mission to improve delivery mechanisms of social responsibilities in rural areas
- To coordinate with private partners and corporate giants to provide and disseminate new avenues to the rural areas that benefit farmers, women SGHs, youth and other stakeholders and start-ups

- To impart capacity building and skill development training for the executives of corporates/PSUs, Rural Development and Panchayati Raj functionaries at various levels on CSR and PPP
- To develop thematic research centre, carrying out field-based socio-economic research works for all relevant agencies and strategic micro plans for stakeholders and end users of CSR
- To provide policy guidance in identifying and implementing appropriate strategies for sustainable rural development and
- Overall to build a platform for wide range of stakeholders drawn from the government, regulators, professionals and public for holistic treatment of matters impacting on corporate functioning and provide support for project management, participatory approaches on social delivery systems and sustainable rural development.

### **The Road Ahead**

Having set some path breaking trends already, the Institute is now keen to take up avenues for further cause and will constantly strive towards inclusive and sustainable economic growth. Corporate Social Responsibility is integrating the issues of the companies, government, the community and the employment market through core development processes. By integrating CSR into the core value, the Institute will not only make a significant contribution to a better society but also helps to reach the stage of 'Developed India'.

**Dr. R. Murugesan**

Professor & Head

Centre for CSR, Public Private Partnership & People's Action, NIRDPR

Cover page design: **Shri V. G. Bhat**

## NIRDPR and UNICEF organise 7<sup>th</sup> WASH (Water, Sanitation and Hygiene) Conclave on the theme 'Hygiene Matters'

“ The year 2020 marks a critical need for increased quality interventions in the WASH sector due to the renewed importance of hygiene and health that the COVID-19 pandemic has brought about in the global scenario and in India ”

- Meital Rusdia,  
Head, UNICEF – Hyderabad



The National Institute of Rural Development and Panchayati Raj (NIRDPR) in collaboration with the UNICEF Field Office organised 'Hygiene Matters – 7<sup>th</sup> WASH (Water, Hygiene and Sanitation) Virtual Conclave' for Telangana, Andhra Pradesh and Karnataka from 2<sup>nd</sup> to 4<sup>th</sup> December, 2020. The three State governments were invited to participate in the 7<sup>th</sup> WASH Conclave for knowledge exchange and action on WASH-related issues.

Every year NIRDPR and UNICEF jointly organise Water, Sanitation and Hygiene Conclave (WASH conclave) to bring sector players on a platform for exchange of field notes on experiences in implementing WASH programmes in communities and institutions. It serves as a platform for mutual learning, and showcase good practices. Till date, six WASH Conclaves have been held on different thematic areas with encouraging results. Considering the challenges in organising in-person conclave due to COVID pandemic, this year WASH conclave was held virtually.

The primary objective of the conclave is to bring WASH sector players including government, development partners, civil society, private sector and academia under one platform in order to strengthen strategies for WASH programmes – this time with an emphasis on the context of Hygiene in COVID-19. The conclave

facilitated learning and sharing of best practices, and also created an opportunity for strengthening collaborations and partnerships among institutions, which included the State government departments as well as NGOs dealing with WASH and related programmes across three States and districts.

Shri Viswa Bhusan Harichandan, Hon'ble Governor of Andhra Pradesh delivered the inaugural address. "Safe drinking water, sanitation and hygiene are crucial to human health and well-being. WASH is an integrated approach to improve health and productivity of the urban and rural poor in the developing world. Sufficient, affordable and safe drinking water, better sanitation management, and improved hygiene behaviour can have tremendous impact on saving lives of thousands," Shri Viswa Bhusan Harichandan said and added that 'WASH programmes need to emphasise on creating awareness about basic sanitation and hygiene to communities and school children with particular focus on girl children.'

Speaking on the occasion, Ms. Meital Rusdia, Head, UNICEF, Hyderabad Field Office, said, "This year marks a critical need for increased quality interventions in the WASH sector for two reasons, one as the Government of India has launched the Swachh Bharat Mission (SBM) phase-

II and Jal Jeevan Mission (JJM) with clear guidelines and adequate budgets to provide sustainable WASH services in a decentralised mode by 2024. And two, the renewed importance of hygiene and health that the COVID-19 pandemic has brought about in the global scenario and in India, specifically." She also expressed her gratitude to NIRDPR for hosting this year's conclave virtually by converting the challenges posed by the COVID-19 pandemic into an opportunity to facilitate learning and sharing of best practices in WASH amongst State officials and grassroots level workers.

Officials from two State governments, namely Shri L. K. Atheeq, IAS, Principal Secretary, Department of Rural Development, Government of Karnataka and Dr. Sampath Kumar, MD, Swachha Andhra Corporation, Government of Andhra Pradesh also addressed the participants,.

Smt. Alka Upadhyaya, IAS, Director General, NIRDPR, in her key note address said, "Despite the given challenges to conduct physical conference in the COVID-19 pandemic, we bring you the 7<sup>th</sup> WASH Conclave in virtual mode. Focusing on the 'Hygiene Matters' this conclave will focus on understanding policies from the State level officials, best practices from the grassroots level workers which will assist the States, districts and Panchayats

to plan for implementing SBM-II and JJM programmes.” She expressed her happiness to host the 7<sup>th</sup> WASH Conclave along with UNICEF Hyderabad Field Office. She expressed her hope that this would provide participants with lots of positive energy to carry out WASH interventions in the coming years.

Hon’ble Governor of Andhra Pradesh released the booklet of 7<sup>th</sup> WASH Conclave, which shares the policy focus of Government of India, focusing on Gram Panchayat Development Plans for Water, Sanitation and Hygiene. The document also contains information on the achievements of the States of Andhra Pradesh, Karnataka and Telangana and future focus for achieving WASH outcomes.

Over 800 participants online and over 1,000 participants in YouTube had joined this event. The conclave was attended by senior officials from the Jal Sakthi Ministry, senior State and district level officials. Heads of the Departments of Education, Health, Women and Child Welfare, Rural Water Supply and Sanitation, Swachh Bharat Mission participated and discussed latest developments in WASH in their respective districts/States. Selected district collectors and CEOs from these three States joined the panel discussions and shared good practices in WASH sector and also put forth the challenges faced. Champions of WASH sector representing different levels from various States were invited to share success stories.

Smt. Radhika Rastogi, IAS, Deputy Director General, NIRDPR delivered the valedictory address on the 4<sup>th</sup> December, 2020. She shared the importance of hygiene practices like washing hands and recollected the old tradition of washing feet and hands before entering house. She shared her views about sustainable water sources and the need to protect them and their use and recycle for agriculture and domestic needs. The DDG announced that the 8<sup>th</sup> WASH Conclave will be held from 1<sup>st</sup> to 3<sup>rd</sup> December, 2021 at NIRDPR.

## **Key recommendations of 7<sup>th</sup> WASH**

### **Conclave**

#### **Policy Environment**

- Revise WASH policies, strategies and guidelines to address relevant COVID and climate-resilient challenges & gaps.
- Create an enabling environment and invest resources to professionalise WASH at all levels, especially at grassroots level.
- Prioritise Behaviour Change Communication, Operation and Maintenance, Equity and Gender along with quality infrastructure to sustain WASH investments and outcomes.
- Strengthen institutional mechanisms & capacities with special focus on Village Water & Sanitation Committees with gender and equity inclusion.
- Intensify Private Sector including financial institutions’ participation to create avenues for employment for rural poor besides providing sustainable and quality WASH services.

#### **Drinking Water**

- Build capacities of Gram Panchayats and Village Water and Sanitation Committees to scale up and sustain community management of drinking water schemes with required budgets, human resources and incentive system.
- Promote end-to-end approach integrating source sustainability with grey water management.
- Establish and implement appropriate tariff collection systems for sustainable, safe & adequate drinking water supply at household and institution (wherever applicable) level both in rural & urban areas.
- Utilise advances in technology for monitoring, operation & maintenance systems for improved service delivery & accountability.
- Strengthen GP water quality monitoring and surveillance systems with supply of field test kits and regular supply of reagents with adequate capacity building and sufficient resources and,

flow of water quality information from GP to laboratories and vice versa.

#### **Sanitation**

- Intensify behaviour change interventions for setting up and sustaining various Solid and Liquid Waste Management arrangements, especially at household level.
- Set up Gram Panchayat level service benchmarks with suitable monitoring mechanisms for quality service delivery.
- Establish, implement and monitor regulations to protect sanitary workers with safety equipment both in rural and urban areas in the context of COVID pandemic.
- Scale up revenue generation models, especially for the management of Community Sanitary Complexes & Solid Waste Management.
- Construct adequate hand washing stations in all public places and institutions with regular supply of soap and water and appropriate Operation and Maintenance systems in context of COVID.

#### **Institutions (Anganwadis, Schools & Health Centers)**

- Allocate enough budget for operation and maintenance of WASH facilities in schools and anganwadis in addition to ensuring quality WASH infrastructure.
- Allocate adequate budgets for WASH infrastructure in health centres with plans and robust monitoring system.
- Build the capacities of GPs including relevant sub-committees and technical persons on WASH for improved and sustainable WASH services in schools, anganwadis & health centres.
- Establish coordination mechanisms between relevant line departments for scaling up and sustaining menstrual hygiene programmes across States.
- Promote safety protocol to mitigate the spread of COVID pandemic and climate-resilient WASH measures in schools, anganwadis and health centres.

## Online training for elected representatives of Action Research Project by Beacon Panchayat Leaders



*The training programme for elected representatives in progress*

The Centre for Panchayati Raj, Decentralised Planning and Social Service Delivery (CPRDP & SSD), NIRDPR conducted an online training programme on institutional strengthening, convergence and preparation of quality and sustainable GPDP for elected representatives (ERs) of Action Research Project (ARP). The elected representatives from the Cluster GPs of Assam, Chhattisgarh, Gujarat and Maharashtra participated in the training.

The training was intended to fulfil the requirement of exposure visit to Beacon Panchayats by the elected representatives from the Cluster GPs of ARP. Due to the prevailing COVID-19 situation, exposure visit of ERs to Beacon Panchayats is not possible, hence an online exposure training with the leaders from Beacon Panchayats was organised. The training was conducted in three slots on 21<sup>st</sup>, 22<sup>nd</sup> and 24<sup>th</sup> December, 2020.

Beacon leaders from the Gram Panchayats of Digambarpur (West Bengal), Pimplegaon Wardha (Maharashtra) and Pindarkon (Jharkhand) shared their experiences in GPDP preparation, Community Participation and Convergence. Beacon leaders are those who have made significant strides

and demonstrated the concepts of institutional strengthening, convergence, community participation, decentralised planning and development. The objective of the training is to facilitate cross-learning exercise among the successful GPs and Cluster GPs of ARP wherein the Beacon leaders shared their experiences and best practices in their GPs.

In each training session, BLs were asked by programme coordinator on the issues of the socio-economic background of their GPs, approaches in community mobilisation, garnering the support of line departments, PRI-SHG Convergence, ways and means of mobilising Own Source Revenue (OSR), SDG-based planning, and service delivery.

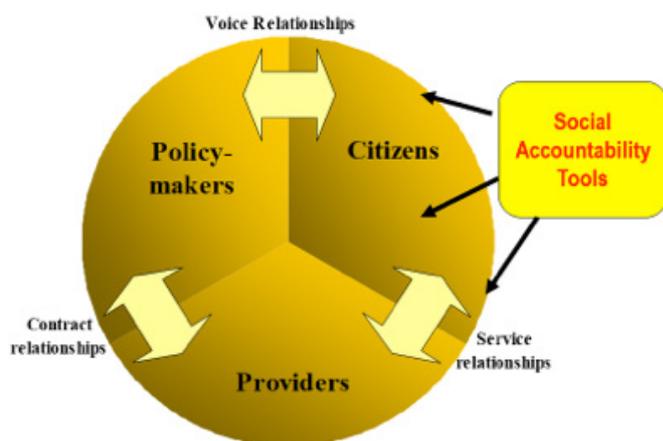
During the training, Shri Rabindranath Bhera, Beacon Leader from West Bengal mentioned that to achieve real convergence, it is important to involve the community at each step of the planning along with officials of line departments and opposition party members. He further explained Kanya Shree brigade initiative introduced in Digambarpur GP, which was conceptualised to address the issues of school dropouts, menstrual hygiene among the adolescent girls,

etc. Shri Kamakhya Kumar Singh from Jharkhand explained the need for convergence between line departments and GP members for quality Gram Panchayat Development Plan (GPDP) and Smt. Nutan Urmude from Maharashtra shared her GP experience about Bhagirathi Credit Union initiative in strengthening SHGs.

The ERs of Cluster GPs asked questions regarding the operationalisation of institutional strengthening, community participation and line departments' convergence. All the questions were answered in detail and participants were told to reach out for any further learning. All the ERs expressed keen interest in visiting the Beacon Panchayats and they were told that it would be arranged once the COVID-19 situation gets eased.

The programme was coordinated by Dr. Anjan Kumar Bhanja, Associate Professor, CPRDP&SSD, NIRDPR along with Shri Dilip Kumar Pal, Project Team Leader for Model GP Clusters, CPRDP&SSD, NIRDPR, Shri Vamsi Krishna Nukala, Senior Programme Management Consultant, Model GP Clusters, CPRDP&SSD, NIRDPR and PMU team of Project Team for Model GP Clusters.

## Online workshop-cum-ToT for rural development professionals from KILA and SIRD, Kerala on Gender Responsive Governance



*A slide from the presentation*

An online workshop cum Training of Trainers (ToT) was organised for Rural Development professionals and faculty of Kerala Institute of Local Administration (KILA), SIRD Kerala on 'Social Accountability Tools for Gender Responsive Governance' by Centre for Good Governance and Policy Analysis (CGGPA), National Institute of Rural Development and Panchayati Raj during 25<sup>th</sup> -27<sup>th</sup> November, 2020.

**Gender Equality:** The conceptual foundations and framework of governance must be re-examined and challenged to assess whether they were build on the principles of gender equality and social justice.

**SDG 5:** Achieve Gender Equality and Empower all Women and Girls: Gender equality is the focus of SDG5 goal and its nine targets. These targets cover themes which highlight systematically reproduced outcomes of structural gender inequality. The Global Gender Gap Index examines the gap between men and women in four fundamental categories, namely economic participation and opportunity, educational attainment, health and survival and political empowerment.

**Gender-Responsive Governance:** Plan for women describes good governance which is gender-responsive and as one

that enhances the abilities of women and men to contribute to and benefit from the development.

Social Accountability Tools enable development practitioners with the knowledge to generate demand and ultimately improve governance at the local, regional, and national levels. Social accountability tools are essential for learning, as many of the public policies are increasingly goal-oriented, aiming for measurable results and goals and decision centric.

The online workshop cum Training of Trainers (ToT) on Social Accountability Tools for Gender Responsive Governance intended to address the gap of gender responsive governance by adopting different social accountability tools which bring the skill to fill the gender responsive gaps.

### Prospectus of the Programme

- To strengthen the knowledge about Governance, Good Governance, Gender responsive Governance and Social Accountability Tools to address Gender Governance gaps

- To give the participants the knowledge and tools that an organisation needs to record and produce professionalism in dispensing gender responsive governance

- To make the participants learn the technical aspects of assessing gender issues, including the involvement of the stakeholders

- The learn the application of tools that stimulates achievement of SGD5 goal, achieving gender equality and empower all women and girls.

### Objectives

- To introduce the participants to the concepts of Governance and Good Governance
- To enlighten participants on the concepts of Gender and Gender Responsive Governance
- To identify Gender Governance deficits and gaps in existing policies
- To enable participants to learn different social accountability tools
- To apply these tools for analysing existing programmes focusing on gender responsive governance gaps
- To equip participants with knowledge and skills of social accountability tools to fill the gaps of Gender responsive governance.

### The online workshop-cum-ToT mainly focused on the following modules

- Concept, Approaches and Elements of Governance, Good Governance and Gender Governance
- Concepts, Approaches, Rational and Tools of Social Accountability and Tools
- Application of Social Accountability Tools Techniques for Gender responsive Governance – Public Expenditure Tracking, Budget Analysis and Participatory budgeting
- Application of Social Accountability Tools and Techniques under Gender responsive Governance – Community Score Card (CSC) and Citizen Report Cards (CRCs).

The training programme contents were delivered through a judicious mix of

lecture cum discussion, debate, hands-on training on public expenditure tracking, budget analysis CRC and CSC, etc. At the end of each session, a Question & Answer session was conducted and some sample exercises to understand the participants' learning were given.

Totally, 52 participants including faculty of KILA & SIRD Kerala, resource persons KILA, Gender Trainers, District Programme Manager (Gender), Assistant Secretary, Specialist in Women's Studies, academicians and research scholars,

Women Protection Officer, District Programme Manager, Deputy District Education and Media Officer, Community counsellor, Extension Officer (Planning & Monitoring) and ICDS Supervisor, etc attended.

While course feedback evaluation, few participants have come up with plan of actions against learnings from the ToT as follows:

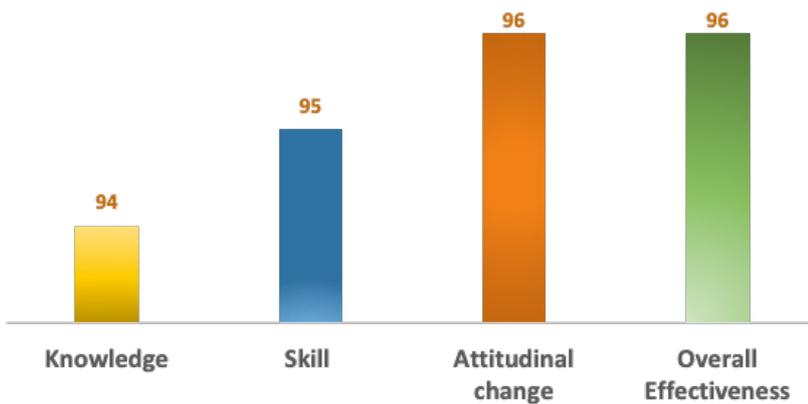
- Will try to talk with Panchayat officials about social accountability tools and how it helps to understand the

gender issues

- Will talk to community facilitator to initiate these learnings in Panchayat
- Try to work on these ideas in academic spheres
- Experimenting at local level, Training Resource Persons, Advocacy with local governments
- Planned to implement the learnings at grassroots level, conducting training to Elected Representatives about Social Accountability tools
- Use CSC as a tool for women projects
- Practice Citizen Chart in Gender Audit of projects of local bodies
- CRC and CSC may be carried out at the grassroots level for effective governance planning
- Using this SAT Tools to study Micro-entrepreneurs with KILA

Dr. K. Prabhakar, Assistant Professor, Centre for Good Governance & Policy analysis (CGGPA) organised this online workshop-cum-ToT programme.

### The Training Programme Evaluation Results are as Follows:



## OL section, NIRDPR organises online Hindi workshop on Unicode



*A slide from the workshop organised on Unicode*

An online Hindi workshop was organised for all the officers/employees of the Institute on Unicode on 29<sup>th</sup> December, 2020 by Official Language section.

The workshop was conducted with the approval of Smt. Alka Upadhyaya, IAS, Director General, Smt. Radhika Rastogi, IAS, Deputy Director General and

Lt. Col. Ashutosh Kumar, Registrar and Director (Administration).

Smt. Anita Pandey, Assistant Director (OL) welcomed all the participants from Hyderabad, Guwahati and Delhi centres. and Shri Jai Shankar Tiwari, Assistant Director, Hindi Teaching Scheme, Hyderabad, who was a guest speaker for the workshop.

Shri Jai Shankar Tiwari gave

information about downloading the software from Google, details of Unicode and Input Tool, etc.

He also gave extensive information about Google Translation, voice typing and sending mail in regional languages.

More than 75 officers/employees attended this workshop and all their questions were addressed.

## Managing stubble burning: possible remedial measures



*A bale of straw (file photo)*

Every year sometime during winter season (October-November), the farmers of Punjab, Haryana and western Uttar Pradesh get severe drubbing over stubble burning. Sadly, these are adequately covered by many newspaper and news channels, flashing the same headlines related to stubble burning and Delhi's pollution-stubble burning is contributing to the Delhi smog.

The problem is not only for the residents of Delhi but also for the farmers of Punjab and Haryana. The repercussions of burning stubble is faced by farmers in the form of health hazards related to it. Also, now it is criminalised in Punjab and fines are imposed on farmers.

As per last year's reports, approximately 3000 farmers were booked for stubble burning across Punjab. But, is it right to blame farmers only for the air pollution in the northern India? All stakeholders are equally responsible and it is important to create awareness and to build capacity to promote solid waste management of agricultural wastage, and also design innovative technologies to process and treat these wastes.

### **Why stubble burning?**

The farmers of Punjab and Haryana have only a period of 15-20 days for

harvesting paddy and sowing wheat. It becomes a herculean task to take care of tonnes of stubble generated after harvesting of paddy using combine harvester.

From one acre of land around two tonnes of paddy straw is generated. The use of combine harvester makes it easier and faster to harvest paddy but at the same time leaves all the residue on the field itself unlike in the process of manual harvesting.

If we talk about the pollution caused by burning of stubble, then as per SAFAR (System of Air Quality and Weather Forecasting and Research) report, the highest percentage of pollution caused by it in Delhi is 40 per cent this year. The rest 60 per cent is contributed by other factors like vehicular and industrial pollution, dusts from construction activities, etc. The pollution due to stubble burning is also determined by the north-westerly winds. The dust from the western parts of Rajasthan also adds to the pollution.

Managing stubble is important because it not only causes air pollution but also degrades the quality of soil and thus increasing the demand for fertilizers and manures. The need of the hour is to come up with a wide variety of solutions that solve the issue of stubble management and reduce the cost borne by the farmers.

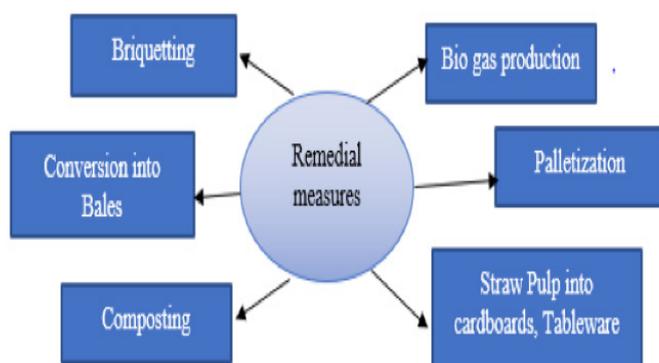
### **Possible stubble management techniques**

There has been constant research going

on to find suitable solution to it. There are both *in-situ* (on field) as well as *ex-situ* (off- field) management techniques. The need is to find a cost-effective solution for farmers, especially small and marginal farmers and at the same time helping them to earn from the stubble so they can be encouraged to treat stubble as an extra source of income and not as waste or burden alone.

The first step of *ex-situ* technique is to convert the straw from the field into bales. After converting the straw into bales, it can be transported for further processing and put into suitable use. The whole process of conversion of straw into bales requires lot of machines- straw reaper (cuts straws into smaller pieces), straw racker (arranges straws into racks) and lastly baler that converts the straw into rectangular or circular baler. The Punjab government is also now promoting the use of baler by giving subsidies for purchase of required machineries. The whole range of machines cost around Rs.12 lakh.

The collected straw can be used to make cardboards. Apart from converting into pulp and then into cardboard, eco panels and paper, it can also be used for generating energy. Straw can be converted into various forms to meet the energy demand of various industries. Briquettes and pellets are two forms which can be used as feedstocks in



Remedial measures used in India

furnaces and boilers of industries. By pyrolysis process, the stubble can be converted into fuel. Pyrolysis is a process in which stubble is burned in absence of oxygen. The same briquettes and pellets can undergo pyrolysis and be converted into biochar, bio-oil and syngas. Bio-oil can be mixed with diesel and used as fuel. Syngas and bio-oil find their uses in turbines, engines and boilers. Bio-char can be used as a soil conditioner.

There are also many other usages of straw, for instance mushroom cultivation, silica extraction, fodder, construction of houses etc., but there are certain shortcomings in all these processes because the amount of straw generated is quite large and the demand of straw for these activities is less. There are cultural constraints too. For fodder purposes only wheat straw is used as they are regarded to be high in nutritional demands but alternative solution to this is converting the straw into fodder bricks after urea treatment or converting into silage. Another constraint is that for mushroom cultivation wheat straw is used that too in very less amount. The traditional way of construction of house needed straw for roofs but pucca houses don't. Gradually, we are shifting towards eco-friendly solutions for everything and in the area of modern eco-friendly architecture, the use of paddy straw is emerging, especially in the western countries. The straw is converted into eco panels which is used as wall or for making slabs.

For *in-situ* techniques, there are three ways wherein stubble can be managed in the field itself by converting it into manure, mulching and by the process of residue incorporation. In the process of residue incorporation, after harvesting, the straw that are left in the field are buried into the ground after cutting into smaller pieces and spreading. The soil is turned and the next crop is sown.

In mulching, straw that is left in the field is cut into smaller pieces and spread on the field through Super SMS. Then with the help of happy seeder, the wheat or the next crop is sown over it. Composting can also be done outside the field but transportation is a challenge. So, the stubble is cut into smaller pieces and using decomposer the composting process is accelerated in the field itself and it gets converted into manure.

The challenge of using decomposer is that it takes minimum a month to one-and-a-half month to convert the stubble into manure but the farmer has only a gap of 20 days between two crops. The high cost of machineries is another challenge. But the small and marginal farmers and who do not want to invest in extra machineries have alternative of custom hiring centre from where they can hire the machineries and use them. But not all the farmers can opt for these facilities because the season for harvesting and sowing is same for most of the farmers and availability of machinery is limited, even the time period is also less.

There are opportunities and challenges in every method. The best possible solution to the problem is to have a combination of every technique and effective management

technique for it. We need to think of a supply chain for stubble from the fields, to the plants where it can be processed and ultimately to the places where the end products can be used.

### The possible solution

After knowing all the possible techniques, we need to have the most effective way to address the problem of stubble burning. Following points may be kept in mind while designing a suitable technique:

- Farmers are willing to implement techniques for stubble management provided their production should not be affected and it has to be cost-effective. The solution which works for the large farmers may not work for the small and marginal farmers. Having same solution for the whole village may not work. There is a need to disintegrate all measures by participation of all sections of the village.
- The *ex-situ* management practices are having plenty of options but the major challenge is transporting the straw from the field after converting them to bales. We need to look for establishing an effective low-cost transportation system that can be through a hiring centre for vehicles, collaboration with larger industries or establishing an enterprise in the village, especially for transportation.
- *Ex-situ* management technique is preferable mostly because it doesn't affect the conventional practices of sowing unlike in the process of mulching and residue incorporation where happy seeder and rotavator need to be used. Farmers gradually are encouraged to implement *in-situ* techniques also by the government through subsidies on machines.
- Affordable and sustainable solutions or technology is the need of the hour. There is lot of market opportunity available for briquettes, manure, biochar and pulp of rice straw, which should be leveraged and value addition should be ensured.

Since every village comprises both



*Straw baler machine*

small and large farmers with diverse resource endowment, the cluster of small-scale industries can be a possible solution. The same proved to be an excellent solution in Myanmar where Rice bio-park was established as part of India-Myanmar friendship project funded by the Ministry of External Affairs, Government of India. The project was executed by MS Swaminathan Research Foundation, India in 2018.

The project focused on developing small cluster of various industries where rice-based products were made. The waste was converted into usable products and in a way, it helped in generating livelihoods as well as managing waste like straw and husk.

At the village level, we have community-based organisations like farmers cooperatives and SHGs which can play a very important role in stubble management. Participation of women groups, farmers groups, industries in the vicinity of village and Panchayat together can solve the problem. Many NGOs and start-ups are also working to devise an effective solution. Collaboration with such organisations and industries can also solve the problem to some extent. For example, IKEA campaign- "Better air Now" started in the year 2018 to turn rice straw into raw materials. There are also start-ups like Ecoware, Bio-lutions, kriyalabs which are working on converting paddy straw pulp into tableware.

Cluster of small-scale industries, managed individually or by group of SHGs, would reduce the burden of

handling tonnes of stubble at less time and with lower investment. The small enterprises dealing with rice residue-based manure, feed blocks for cattle made up of paddy straw and mushroom cultivation together can consume considerable amount of stubble. Small-scale briquette plant can also be established and we also have portable biochar making kiln developed by CRIDA (Central Research Institute for Dryland Agriculture).

#### **Implementation strategies**

While we have many possible and plausible technologies to manage stubble burning, the implementation strategies are also important to get the desired outcomes.

- Availability of machineries- Easy accessibility to machineries can encourage farmers to implement stubble management techniques; not many farmers would be willing to buy baler, happy seeder or rotavator that come to use only once in the whole year. The small farmers can avail machineries from the farmers cooperatives and custom hiring centres which provide machines at subsidised rates.
- Transportation- Another factor that adds to the cost of the farmers is the transportation. The transportation from fields to the plants where it can be further used can be done by the industries itself. Contractors can also be arranged who would take the straws and transportation cost from the income of the straw itself. A farmer on an average gets Rs. 3, 000 per tonne of paddy straw.
- Storage- For any enterprise, be it manure making or feedblock or briquette, it

requires place to store paddy straw for the whole year in a dry and large storehouse. The procurement happens in the months of October-November only which has to be used throughout the year. Such facility can be provided by the Panchayat in the village for the village-based enterprises, owned by SHGs.

The small and marginal farmers face the maximum challenge in implementing any of the above-mentioned techniques. The problem can be solved with the availability of machinery through custom hiring centre or cooperatives. *In-situ* techniques like mulching and residue incorporation require lesser investment than the *ex-situ* technique which requires set of machineries.

Among mulching and residue incorporation, the second one is easier at lower investment. The best way is to convert the straw into manure itself at investment of Rs. 20 for 2 tonnes of paddy straw.

Delhi government has taken initiative of spraying decomposer developed by Indian Agricultural Research Institute, Pusa. It helps in accelerating the process of decomposition. It comes in the form of capsule which is further processed by adding jaggery and water and the resulting solution is sprayed on the fields. The manure generated will also help to improve the quality of soil and thus reduce the usage of fertilisers.

#### **Conclusion**

In addition to technologies, farmers in Punjab, Haryana and western UP may be encouraged to grow short-duration crops like basmati, undertake diversified cropping pattern, and explore alternate use of paddy stubble.

**Shruti Bhera**

Young Professional, Itawa, Kota  
 RGAVP and former PGDM (RM) student.  
*(This article was drawn from the internship report of the author. She thanks Dr. P. P. Sahu, Associate Professor, CED&FI, NIRDPR for suggestions and comments)*

## Online training of State level Master Trainers' teams on preparation of Block Development Plan



*Dr. C. S. Kumar, IAS, Additional Secretary, MoPR addressing the participants*

Two simultaneous online training programmes were organised on preparation of Block Development Plan (BDP) for the State Level Master Trainers of 29 States and Union Territories during 16<sup>th</sup> to 19<sup>th</sup> December, 2020. The training aimed to orient the State level master trainers' teams about context and importance of planning at Block level; to make them understand the focus, steps and methodology of preparation of quality BDP; and to enhance their understanding about the important schemes, sectors, themes and issues for their integration in BDP.

Addressing the participants Dr. Chandra Sekhar Kumar, Additional Secretary, MoPR thanked the NIRDPR for organising the training programmes within a short notice of time. He highlighted that State level master trainers' teams should attain clarity on how to converge schemes and initiatives in BDP. Also, he emphasised that planning should be inclusive, holistic and participatory. He also mentioned that BDP should be scientific and appropriate so that monitoring and implementation can be easier.

Ms. Rekha Yadav, Joint Secretary, MoPR, highlighted the importance of

preparing BDP with reference to the recent mandate of the 15<sup>th</sup> Finance Commission.

Dr. M. N. Roy, Ex-Additional Chief Secretary, Government of West Bengal and one of the key speakers of the training programme highlighted the importance of planning at the intermediate level in a participatory manner and emphasised that planning should not start with fund which is a common misconception among all.

As a part of the training programme, all the States and UTs were asked to make a presentation on the State specific issues regarding preparation of BDP. Also, a quiz on BDP was conducted for the participants.

The training programmes covered the following topics: i) Context and importance of planning at Block Panchayat level, ii) Steps to be taken by the States and UTs for BDP, iii) Important schemes, sectors, themes and issues for its integration in BDP, iv) Important schemes, sectors, themes and issues for their integration in BDP, v) Localising SDGs and their Integration into Block Development Plan, vi) Collection and consolidation of data with focus on the data emanating from GPDPs,

Census, SECC, Mission Antyodaya, GIS, line departments and Primary data of Block Panchayats vii) Focus, steps and methodology of preparation of quality BDP, viii) Scope of linkage with GPDP, DDP and the overall Draft District Development Plan, ix) Utilisation of e-Gram Swaraj Portal of the MoPR for BDP, x) Challenges of preparation of BDP and responsibilities of various institutions/stakeholders in preparation, implementation and monitoring of quality BDP.

The participants gave positive remarks on the conduct of the training programmes. Many of them expressed their confidence that they can train the district level trainers' team in the similar way. The training design, the PPTs, and learning materials were shared with all the participants. They are expecting continuous support from the MoPR and the NIRDPR in successful implementation of the initiative.

The programme was coordinated by Dr. Anjan Kumar Bhanja, Associate Professor, CPRDP&SSD, NIRDPR, Shri Dilip Kumar Pal, Project Team Leader for Model GP Clusters, CPRDP&SSD, NIRDPR, and Project Management Unit Team for Model GP Clusters.

## Development of Model Gram Panchayat Clusters through CSR



*A training session on participatory planning in action research cluster in progress*

CSR is generally understood as being the way through which a company achieves a balance of economic, environmental and social imperatives. It is a way for companies to minimise or eliminate the externalities created through their operations. India is the first country to legally mandate corporate social responsibility. As per Section 135 of the Companies Act, companies having a net worth of Rs. 500 crore or more, a turnover of Rs. 1000 crore or more, or a net profit of Rs. 5 crore or more in a given financial year are required to spend 2 per cent of their average net profit (of previous three years) on CSR programmes. The quantum of CSR funds is growing as a greater number of companies are coming into the ambit of the Act.

### **The overall CSR ecosystem in India**

The total CSR fund investment by companies in India would cross Rs. 50,000 crore by 31<sup>st</sup> March, 2019, since the applicability of the mandatory CSR. The average annual budget for 2020-21 would be Rs. 15,000 crore.

Around 60 per cent of the CSR funds were spent on education & skills, poverty alleviation, healthcare and WASH. In most of the cases, CSR projects are addressing the issues related to one sector. There is a conspicuous absence

of a holistic approach in the majority of the CSR projects across the country.

### **CSR and Rural Development**

India lives in its villages. Around 70 per cent of the total population are from rural areas. Rural India is also home to a variety of development challenges like hunger, ignorance, ill health, high mortality and illiteracy to name a few. To achieve the growth targets of the country, rural areas need to be developed holistically and sustainably.

The corporate sector has an important role to play in ensuring the flow of private investments to rural areas to aid the development process. As mentioned earlier, most of the CSR projects work on a sector-specific intervention either education or health or skill development, etc. Out of the total CSR budget, only 10 per cent is spent on rural development.

To make any rural development initiative sustainable (including sector-specific interventions), it is important to integrate community, Panchayat, and government departments. To fulfil the gap in the development and promote sustainable development, corporates should work through Panchayati Raj Institutions. The CSR funds donated by the companies will add to the basket

of Own Source Revenue (OSR) of PRIs which will help them to meet the unmet demands.

### **NIRDPR's 100+ Cluster Development Project**

Most of the Gram Panchayats (GP) in India are not yet in a position to prepare quality Gram Panchayat Development Plan (GPDP) owing to many reasons, including lack of capacity on the part of the elected representatives (ERs) and functionaries of the GPs, lack of institutional capacity of the GPs, absence of connect between communities and GPs, lack of political and administrative will, and lack of technical guidance from any support institution.

In search of a solution to bridge the gaps in institutional capability and the quality of GPDP, NIRDPR started the implementation of Action Research Project for 100+ Clusters Development Programme in 2019 aiming to facilitate Model GP Clusters to motivate other GPs to see the results, follow the Model GPs and replicate the good practices in their areas.

The goal of the Action Research Project is to facilitate the creation of more than 100 Clusters of Model GPs to achieve holistic and sustainable development through the institutional strengthening of GPs and enablement of quality GPDP, by providing technical guidance and

handholding support to the GPs and to inspire and motivate other GPs to follow the suit. The project is being implemented with financial support from a number of corporates and partner institutions, viz. (a). Mission Samridhi, (b). Aurobindo Pharma Foundation, (c). SERA Trust, (d). Foundation for Ecological Security, (e). National Mineral

Development Corporation, (f). Tata Steel, (g). ITC, (h). Government of West Bengal and (h). Government of Jharkhand.

A major part of the cost of capability and training of the project staff is borne by the NIRDPR from its training fund. The project indicates creative use of resources of corporates, government, GPs and communities in order to achieve holistic

and sustainable development.

**Dr. Anjan Kumar Bhanja**

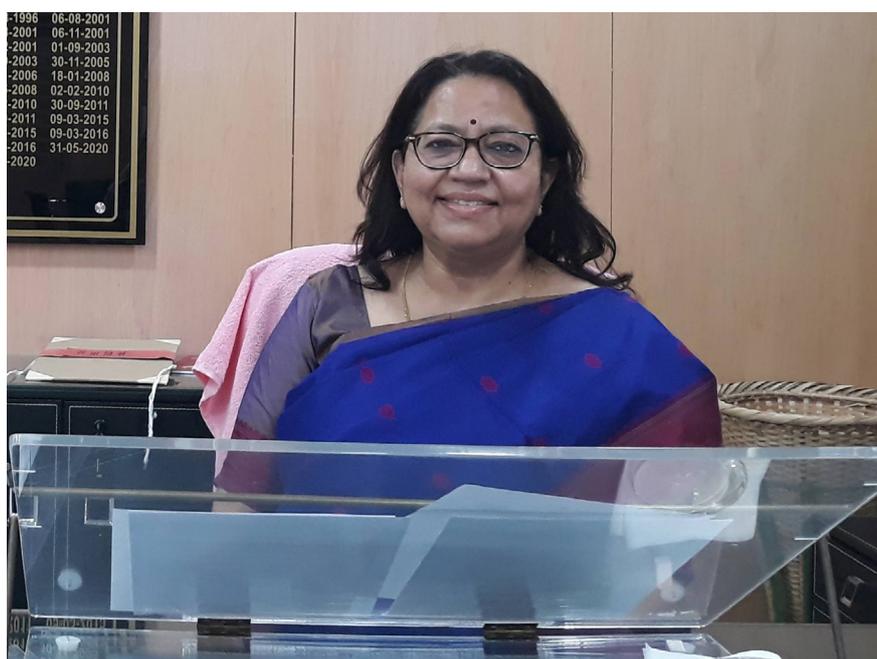
Associate Professor

**Shri Dilip Kumar Pal**

Project Team Leader for Creating Model GP Clusters,

**Shri Vamsi Krishna Nukala**, Senior Programme Management Consultant, Model GP Clusters, CPRDP&SSD, NIRDPR

## NIRDPR organises meeting of Town Official Language Implementation Committee -2, Hyderabad



*Smt. Alka Upadhyaya, IAS, Director General (i/c), NIRDPR and Chairman TOLIC Committee addressing the meeting*

As per the instructions of the Rajbhasha Vibhag, Ministry of Home Affairs, New Delhi, an online meeting of the Town Official Language Implementation Committee-2 Hyderabad was held on 16<sup>th</sup> December, 2020 under the chairmanship of Smt. Alka Upadhyaya, IAS, Director General (i/c), National Institute of Rural Development Panchayati and Raj and Chairman of the Committee.

Lt. Col. Ashutosh Kumar, Registrar and Director (Admin.) welcomed Smt. Alka Upadhyaya, Smt. Radhika Rastogi, IAS, Deputy Director General, NIRDPR, Shri K. P. Sharma, Deputy Director (Official Language) Regional

Implementation Office, Bengaluru, Dr. Naresh Bala, Assistant Director (Official Language), In-Charge, Hindi Teaching Scheme, Dr. Ashok Tiwari, Principal Scientist, IICT, Hyderabad and Heads of office and Hindi translators and officers from various government offices.

While addressing the meeting Smt. Alka Upadhyaya said that it is our responsibility to work in Hindi as it is the official language. "In today's era of information technology, we can easily work in e-office in Hindi. Therefore, we all should work in Hindi. I was informed that there are very few offices who have sent their quarterly reports. I request all

the member offices to send the report in time to the member secretary," she said.

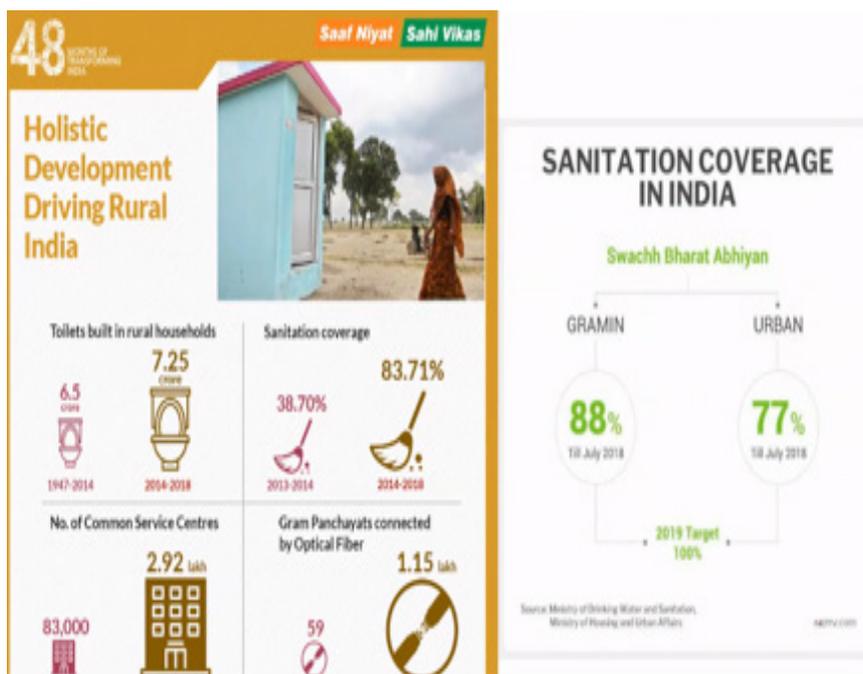
Dr. K. P. Sharma, Deputy Director from Regional Implementation Office, Bengaluru was present online. He gave detailed information about Official Language Rules and Acts.

Dr. Naresh Bala, Assistant Director (Official Language), Hindi Teaching Scheme, Secunderabad gave details about Prabodh, Praveen, Pragya training and requested the Member Secretary to give data as per the quarterly reports received from various offices.

On this occasion, Dr. Ashok Tiwari Principal Scientist was invited to give lecture on 'Corona kaal mei khaan paan kaisa ho.' He insisted on consuming home-made fresh vegetarian food, fresh fruits, vegetables, etc., and asked to avoid outside food.

Smt. Anita Pandey, Assistant Director (Official Language) and Member Secretary highlighted the activities of the Town Official Language Implementation Committee-2 and Smt. V. Annapurna, Junior Translator of the Institute made a presentation on TOLIC activities. Shri E. Ramesh, Senior Hindi Translator, NIRDPR compered the meeting. Dr. Akanksha Shukla, Associate Professor and Head (i/c), CDC also attended the meeting. The meeting was concluded with the vote of thanks to the Chairman of the committee. .

## Online training to SIRD faculty and SRPs on concepts of NRLM



*The slide used in the training programme*

Deen Dayal Antyodaya Yojana – National Rural Livelihoods Mission, Resource Cell (DAY-NRLM RC), National Institute of Rural Development and Panchayati Raj (NIRDPR), Hyderabad organised a five-day online national training programme for SIRD faculty and SRPs on NRLM concepts from 7<sup>th</sup> to 11<sup>th</sup> December, 2020. The objective of the training programme was to enhance the knowledge of SIRD faculty and SRPs on DAY-NRLM concepts in order to utilise the same for the upcoming trainings on NRLM at SIRD level. It also aimed to maintain convergence between SIRDs and SRLMs in DAY-NRLM capacity building activities.

Dr. Y. Ramana Reddy, Director, NRLM Resource Cell, NIRDPR inaugurated the programme. In his introductory address, he emphasised on the role of Ajeevika in poverty eradication by mobilisation of poor into their own institutions and NRLM's initiatives under various thematic verticals of NRLM enabling 'Aadhi Abadi'

to enhance their livelihoods and enabling them to step out of poverty with the skills and knowledge acquired. He added that training and capacity building is crucial for the successful implementation of any programme. Shri T. Ravinder Rao, Mission Manager, IBCB, NRLM RC welcomed the participants and briefed on the programme objective and course content.

During the training programme, the participants were enlightened on concepts of poverty, understanding poverty in terms of NRLM concepts, dynamics of poverty and multiple interwoven structures. The motto of the programme was to develop a clear understanding regarding NRLM and its thematic verticals.

In view of this, NRLM was discussed in great detail during these five days. The key points covered during the training were key changes in its implementation strategy for alleviation of rural poverty since its inception, DAY-NRLM guiding principles, prerequisite for effective implementation, NRLM framework which works as an institutional platform for poor

and building enabling environment for partnership and convergence. The key components under NRLM like sustainable institution of poor, financial services, diversified and sustainable income source, skill development, social inclusion and human development were also included.

NRLM is mainly divided into five thematic verticals, namely Institution Building Capacity Building (IBCB), Financial Inclusion (FI), Livelihoods which is further subdivided into Livelihood Farm (LH-Farm) and Livelihoods Non-Farm (LH-NF), Social Inclusion–Social Development (SI-SD), Gender and Food Nutrition Health and Wash (FNHW). Each thematic vertical was explained by thematic experts in detail. Under IBCB 3-tier institutional architecture has been established in all States and Union Territories of the country with capitalisation support of Rs. 11,000 crore.

These institutions mediate livelihood concerns and social issues affecting the poor and facilitate access of the entitlement and public services. Under each thematic vertical, NRLM is working on various initiatives. Discussions were held on a few of them including Mahila Kisan Sashaktikaran Pariyojana (MKSP), Start-up Village Entrepreneurship Programme (SVEP), Ajeevika Grameen Express Yojana (AGEY) and one GP one BC.

A total of 22 participants from nine States, namely Punjab (3), Uttar Pradesh (4), Gujarat (3), Mizoram (1), Kerala (1), Daman & Diu (3), Chhattisgarh (2), Madhya Pradesh (3), Odisha (2) participated in the training programme. Among 22 participants 8 were SIRD faculty, 10 were SRPs and 4 were Young Professionals.

# Training of SRG members of Telangana POSHAN Abhiyaan on Interpersonal Communication and Social Behaviour Change Communication

Indicator	Minimum No of visits expected	Hyderabad	Asifabad	Bhupalpally	Khammam	Wanaparthy
Percent of Visits made during 4-6 months of pregnancy	2	100%	63%	100%	100%	53%
Percent of visits made during 7-9 months of pregnancy	2	100%	100%	100%	100%	57%
Percent of visits made within 1-7 days after delivery	2	25%	75%	50%	85%	45%
Percent of visits made within 8-30 days child	3	90%	67%	33%	59%	29%

*A slide used in the training programme*

The Communication Resource Unit, National Institute of Rural Development and Panchayati Raj and UNICEF Hyderabad office in collaboration with the Department of Women Development and Child Welfare of Telangana organised a virtual training programmes for the State Resource Group members of POSHAN Abhiyaan of the State on Interpersonal Communication and Social Behaviour Change Communication on 15<sup>th</sup> December 2020.

DWD&CW, Telangana has developed a ready reckoner on interpersonal communication titled 'Intintiki Anganwadi Counselling book.' This book contains the principles of counselling and key communication messages to aid the anganwadi workers while reaching out to beneficiary and her family members. The department in coordination with Communication Resource Unit conducted a study to understand the quality of interpersonal communication sessions, planning of the outreach activities by anganwadi workers in the field and supportive

supervision extended by supervisors and the feedback on services accessed by the beneficiaries from the anganwadi centre. The study provided inputs and recommendations on improving quality of interpersonal communication sessions with beneficiaries while home visits to through fulfilling capacity building needs pertaining to interpersonal communication.

A total of, 36 SRG members attended the training programme comprising State project management unit officials, CDPOs, Supervisor and POSHAN Abhiyaan district coordinators. All the participants were given detailed training on the concept of SBCC and process involved in developing communication activities to influence the behaviours of the people, interpersonal communication and GATHER approach and also on need for effective planning and prioritisation of home visits. Ms. Vijaya Laxmi, Joint Director of Women Development and Child Welfare of Telangana joined and motivated the participants on the importance of planning and effective IPC sessions through home visits.

Dr. R. Ramesh, Associate Professor and Head, Communication Resource Unit highlighted the importance of continuous messaging through home visits to bring behavioural change among beneficiaries. Ms. Seema Kumar, C4D Specialist of UNICEF Hyderabad field office joined and congratulated the impressive work that ICDS team did during COVID-19 pandemic and encouraged to plan and take-up effective interpersonal communication sessions.

The training covered sessions like key findings of IIAW study, Behavioural change communication process, interpersonal communication and importance of effective interpersonal communication sessions, planning prioritisation of home visits and messaging, monitoring and reporting, facilitation skills. The resource team included Dr. Akanksha Shukla, Associate Professor & Head (i/c), CDC, Shri Srinivas, SBCC Coordinator, Ms. Jones, Ms. Aravinda from CRU and Dr. Ravi Kanth, C4D Consultant of UNICEF. Aspects learned are planned to cascade through SRG to BRG to anganwadi teachers at village level. It was also discussed to integrate ILA trainings taking place on a regular basis with the current ones. This training programme was coordinated and moderated by Shri Srinivas, SBCC Coordinator from CRU.



राष्ट्रीय ग्रामीण विकास एवं पंचायती राज संस्थान  
NATIONAL INSTITUTE OF RURAL DEVELOPMENT AND PANCHAYATI RAJ  
Ministry of Rural Development, Government of India

Rajendranagar, Hyderabad - 500 030  
Phone: (040) 24008473, Fax: (040) 24008473  
E-mail: cdc.nird@gov.in, Website: www.nirdpr.org.in

**Smt. Alka Upadhyaya**, IAS, Director General (i/c), NIRDPR  
**Smt. Radhika Rastogi**, IAS, Deputy Director General, NIRDPR

**Assistant Editors:** Krishna Raj K. S.  
Victor Paul  
G. Sai Ravi Kishore Raja

**Published By:**

Dr. Akanksha Shukla, Associate Professor and Head (i/c), CDC on behalf of the NIRDPR, Rajendranagar, Hyderabad - 500 030.

