

ANNUAL REPORT

2022-23



National Institute of Rural Development & Panchayati Raj

Ministry of Rural Development, Government of India
Rajendranagar, Hyderabad - 500 030, India

ANNUAL REPORT 2022 - 2023



National Institute of Rural Development and Panchayati Raj
Ministry of Rural Development, Government of India
Rajendranagar, Hyderabad – 500 030, Telangana, India
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Cover page image: The Pradhan Mantri Awas Yojana-Gramin model house constructed at Rural Technology Park (RTP) on the NIRDPR campus. Shri Giriraj Singh, Hon'ble Union Minister of Rural Development and Panchayati Raj, inaugurated the model house on 30th June 2022.

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ABBREVIATIONS & ACRONYMS

AARDO	:	African- Asian Rural Development Organisation
CAPART	:	Council for Advancement of People's Action and Rural Technology
CBO	:	Community-Based Organisation
CFMC	:	Corpus Fund Management Committee
CICTAB	:	Centre for International Cooperation and Training in Agricultural Banking
CIRDAP	:	Centre for Integrated Rural Development for Asia and the Pacific
CTSA	:	Central Technical Support Agencies
DRDA	:	District Rural Development Agency
ER	:	Elected Representative
ETC	:	Extension Training Centre
FPOs	:	Farmer Producer Organisations
GIS	:	Geographic Information System
GPDP	:	Gram Panchayat Development Plan
IEC	:	Information, Education and Communication
ITEC	:	Indian Technical and Economic Cooperation
MGNREGS	:	Mahatma Gandhi National Rural Employment Guarantee Scheme
MIS	:	Management Information System
MoPR	:	Ministry of Panchayati Raj
MoRD	:	Ministry of Rural Development
MRP	:	Master Resource Person
NABARD	:	National Bank for Agriculture & Rural Development
NABCONS	:	NABARD Consultancy Services
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
PESA	:	Panchayats Extension to the Scheduled Areas
PIAs	:	Project Implementing Agencies
PMGSY	:	Pradhan Mantri Gram Sadak Yojana
PMKSY	:	Pradhan Mantri Krishi Sinchayee Yojana
PRAC	:	Policy Research Advisory Committee
PRI	:	Panchayati Raj Institution
RAC	:	Research Advisory Committee
RAG	:	Research Advisory Group
RGSA	:	Rashtriya Gram Swaraj Abhiyan
SAGY	:	Saansad Adarsh Gram Yojana
SAU	:	Social Audit Unit
SERP	:	Society for Elimination of Rural Poverty
SFC	:	State Finance Commission
SHG	:	Self-Help Group
SOP	:	Standard Operating Procedures
SRLM	:	State Rural Livelihood Mission
ToT	:	Training of Trainers
TQIMC	:	Training Quality Improvement Measures Committee
UT	:	Union Territory

Journey so far...

1977

Renamed as National Institute
of Rural Development

Renamed as National Institute of Rural
Development & Panchayati Raj (NIRDPR) **2013**

1958

National Institute of Community
Development at Mussoorie

1965

Shifted to Hyderabad
Campus

RADHA BHAVAN

WHAT WE DO

Organise training programmes, conferences, seminars and workshops for senior-level development professionals, elected representatives, bank officials, NGOs and other stakeholders

1

2

Undertake, aid, promote and coordinate research

3

Study the functioning of Panchayati Raj Institutions (PRIs) and rural development programmes across the States

4

Develop content and disseminate information through periodicals, reports, e- modules and other publications

5

Analyse and propose solutions to the problems in planning and implementation of the programmes for rural development

CHAPTER – 1

INTRODUCTION



The National Institute of Rural Development and Panchayati Raj (NIRDPR) is an autonomous organisation operating under the Ministry of Rural Development. It holds a prominent position as a premier national centre dedicated to excellence in the domains of rural development and Panchayati Raj, which refers to local self-governance. NIRDPR's primary focus involves enhancing the capabilities of individuals engaged in rural development, such as officials, elected representatives, financial institutions, community-based organisations, and various stakeholders. This is achieved through a comprehensive range of

interconnected activities, including training, research, consultancy, and technology transfer.

Originally established in 1958 as the National Institute of Community Development in Mussoorie, the Institute later relocated to Hyderabad in 1965 and was renamed the National Institute of Rural Development (NIRD) in 1977. In response to the growing need for strengthening the Panchayati Raj system and enhancing the skills of its functionaries, the Institute's name was changed to the National Institute of Rural Development and Panchayati Raj (NIRDPR) on 4th December 2013, following a decision by its General Council.

Recognising the convergence of objectives between NIRDPR and the Council for Advancement of People's Action and Rural Technology (CAPART), an autonomous organisation under the Ministry of Rural Development, the Indian Government merged CAPART with NIRDPR on 1st May 2020. NIRDPR is situated on a picturesque 174.21-acre campus enveloped by rural surroundings in Rajendranagar, a historic area of Hyderabad.

NIRDPR undertakes the following activities with a focus on strengthening the Rural Development and Panchayati Raj sectors:

- i) Organise training programmes, conferences, seminars and workshops for senior-level development professionals, elected representatives, bank officials, NGOs and other stakeholders;
- ii) Undertake, aid, promote and coordinate research;
- iii) Study the functioning of Panchayati Raj Institutions (PRIs) and rural development programmes across the States;
- iv) Develop content and disseminate information through periodicals, reports, e- modules and other publications; and
- v) Analyse and propose solutions to the problems in planning and implementation of the programmes for rural development;

1.1 Vision of NIRDPR

The Vision of NIRDPR is to achieve an 'Inclusive and sustainable improvement in the quality of life of the people living in Rural India.' The perspectives on the quality of life vary from society to society. It is all about being free from poverty and disease, having a long and full-filled life, and accessing freedom and rights. It is a value-loaded concept, touching upon access to food, water, energy, shelter, health, education, good social relationships, freedom of choice, equity, cultural identity, material prosperity, spiritual satisfaction, and livelihood security.

1.2 Mission of NIRDPR

As a 'think-tank' for the Ministry of Rural Development (MoRD) and the Ministry of Panchayati Raj

(MoPR), our mission is to work on these aspects and provide critical messages for policymaking, programming, setting targets and governance. Sustainability is the core value we maintain in our mission to improve the quality of life in rural India. The Institute facilitates rural development for enhancing the quality of life through research, creation of knowledge base, and capacity building of rural development officials and development practitioners (accountability and efficiency of NGO) by organising research-driven capacity-building programmes, workshops, and seminars.

1.3 Objectives of NIRDPR

- Act as a Think tank for the MoRD, GoI - Policy formulation, Capacity building efforts partnering with SIRDs, and adopting saturation approach.
- Research-driven capacity building- Outcome-based research and training linked to flagship programmes of the Government of India.
- To be an institution of National Eminence and Global Excellence to improve Quality of Life.
- Action Research: Take up proof of concept programmes and projects to validate research findings for the Government of India and other organisations.
- Enable monitoring of Government of India programmes and gather evidence to assess the effectiveness of rural development policies and programmes.
- Technology dissemination: Infuse technology interventions to bring about rural transformation and find innovative solutions to local rural problems.
- Through collaboration with institutes of national and international eminence, act as the hub of excellence in rural knowledge generation, curation and dissemination.

1.4 Training and Capacity Building

The Institute possesses a wealth of expertise in training officials at senior and middle management levels, who are engaged in the formulation,

administration, and execution of Rural Development and Panchayati Raj programmes, as well as related domains of work. The emphasis of these programmes is on the intricacies and mechanisms of programme management, particularly focusing on the procedural aspects. This emphasis aids professionals in the development field to attain the anticipated goals and objectives of their initiatives effectively. Over the years, the Institute has been continuously expanding the range of its training offerings, tailoring them to meet specific needs and demands. This effort has resulted in a notably high satisfaction rate among participants, achieved by consistently innovating and adopting fresh training methods and techniques. Additionally, the insights derived from research studies are integrated into training programmes to enhance the training content.

An integral part of the Institute's mission involves enhancing the training capabilities of its affiliated institutions, namely the State Institutes of Rural Development and Panchayati Raj (SIRDPRs) and Extension Training Centres (ETCs). This involves providing financial support through the Central Scheme of the Ministry of Rural Development, Government of India, to bolster the training infrastructure and faculty of these institutions. The Institute also conducts capacity-building programmes for the faculty members of SIRDPRs and ETCs through diverse training initiatives. Furthermore, NIRDPR collaborates closely with international organisations like the Centre for International Cooperation and Training in Agricultural Banking (CICTAB), the Centre on Integrated Rural Development for Asia and the Pacific (CIRDAP), and UNICEF, among others.

The Institute has taken several initiatives to recognise the significant role of capacity building for Panchayati Raj functionaries and elected representatives. These include creating training resources, trainers, and experts focused on Gram Panchayat Development Plan (GPDP). The Institute also acknowledges the growing relevance of Geo-informatics applications in various rural sectors. To address this, the

Centre for Geo-informatics Applications in Rural Development (C-GARD) within the Institute develops specialised programmes to enhance skills and knowledge in the latest geo-informatics technologies and tools.

1.5 Research and Consultancy

Research is a pillar of the Institute's activities, aiming to grasp emerging developmental concerns and derive insights from rural development practices. This involves a comprehensive approach wherein the Institute scrutinises and assesses the factors contributing to enhancing the social well-being of rural populations, with a specific focus on marginalised segments such as the rural poor. This exploration occurs through a range of research endeavours, including research studies, action-based research projects, case studies, and consultancy studies. The research conducted by the Institute takes place on-site, yielding significant findings that play a crucial role in shaping the Institute's training programmes and contributing to the formulation of policies pertaining to rural development.

The Institute also engages in targeted action research tailored to specific locations. This involves field-testing themes or models systematically and adjusting interventions based on the prevailing circumstances in the given location. The central objective is to foster a people-centric approach to development programme planning and implementation, facilitating local decision-making and participatory evaluation.

Additionally, collaborative efforts are undertaken with affiliated State Institutes of Rural Development and Panchayati Raj (SIRDS), Extension Training Centres (ETCs), and other networking institutions. The Institute extends its expertise by offering consultancy support to a range of international and national organisations, covering diverse development themes. Furthermore, the Institute undertakes research studies in response to requests from Central ministries, State departments, and various national and international entities.

1.6 Technology Transfer

As part of the initiatives towards accelerating development and wide dissemination of appropriate and affordable technologies for sustainable rural development, NIRDPR established Rural Technology Park (RTP) in 1999. It aims to enhance the rural poor's livelihoods through skill promotion and entrepreneurship development. 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 a good number of models of individual hygienic toilets, which are affordable to the rural masses. A Rural Technology and Crafts Mela is organised every year to promote rural technologies, innovations, marketing of rural products, etc. The Director General's Bungalow is a sustainable housing initiative of RTP for promoting sustainable housing using appropriate technologies, and it won the HUDCO award for Cost-effective Rural/Urban Housing, including Innovative/Emerging & Disaster Resistant Housing in 2018.

A large number of rural youth and SHG women were trained through exposure-cum-training programmes and workshops on various technologies to promote livelihoods.

1.7 Innovative Skilling and Livelihoods

In order to facilitate the specialised endeavours of the Ministry of Rural Development aimed at innovative skill development and livelihood enhancement, distinct projects and resource centres have been established within NIRDPR. These encompass the DDU-GKY Resource Cell, the Resource Cell dedicated to Deendayal Antyodaya Yojana - National Rural Livelihoods Mission (DAY-NRLM), the Project Cell focusing on Rural Self-Employment Training Institutes (RSETIs), and the S.R. Sankaran Chair.

The DDU-GKY programme is designed to provide skill training and placement opportunities to the underprivileged rural youth of India, falling under the purview of the Ministry of Rural Development. As a Central Technical Support Agency (CTSA), the Institute serves as a national-level coordinating entity responsible for policy advocacy and overseeing the Standard

Operating Procedures (SOPs) of the DDU-GKY programme. The NIRDPR's DDU-GKY Cell holds a pivotal role in offering training and implementation support to both States and Project Implementing Agencies (PIAs).

The Resource Cell dedicated to DAY-NRLM was instituted in 2012 with the primary purpose of facilitating diverse rural livelihood initiatives and addressing the capacity-building needs of the State Rural Livelihood Missions (SRLMs). This Resource Cell for NRLM organises various training programmes, workshops, and seminars centred around different thematic areas, such as Institution Building and Capacity Building (IBCB), Financial Inclusion (FI), and Gender and Livelihoods. These events cater to a wide spectrum of participants, including NGOs, bankers, PIAs, government officials, and community-based organisations (CBOs).

The RSETI Project Cell at the Institute operates as the central entity responsible for collaborating with banks to establish infrastructure for Rural Self-Employment Training Institutes (RSETIs) across different states. In this capacity, the Institute takes on the task of processing proposals from various sponsoring banks to access the funds provided by the Ministry of Rural Development to construct infrastructure.

Established in 2012 with financial support from the Ministry of Rural Development, Government of India, the S.R. Sankaran Chair on Rural Labor serves as a platform for advancing research on matters that contribute to a better understanding and enhancement of the lives and working conditions of rural labourers.

1.8 Academic Programmes

Various initiatives for rural development from time to time have created a demand for professionals to ensure their effective and efficient management. Keeping this in view, the Institute started a one-year residential Post Graduate Diploma in Rural Development Management (PGDRDM) in 2008. The programme aims to create a large pool of rural development management professionals in the country, which is vital to the success of rural development programmes.

In the context of changing development scenarios and the need for professionals with a comprehensive

understanding of the competencies required for effective management, it was felt that a programme of longer duration was needed. Accordingly, in 2018, the Institute introduced a two-year full-time PGDM-RM programme with the approval of the 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 2010, and a one-year PG Diploma in Sustainable Rural Development (PGDSRD) was introduced. To address the need to develop 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.

1.9 Policy Advocacy

NIRDPR is envisaged to serve as a think tank for the areas of Rural Development and Panchayati Raj. As part of this, the Institute undertakes action research and research studies, workshops, seminars, etc., on different facets of rural development and panchayati raj to provide inputs for policymaking and effective management of the various government programmes. These serve as cutting-edge feedback to the Central and State governments about the nuances in development administration and management.

1.10 Administration and Finance

Administration and Finance wings of the Institute support and facilitate the faculty members in undertaking training, research and consultancy activities. The policies of the Institute and strategies are determined by the General Council (GC). Hon'ble Union Minister for Rural Development and Panchayati Raj is

the President of the Council. The management and administration of the Institute is vested in the Executive Council (EC) with Secretary, Rural Development as its Chairman. The Director General is responsible for the overall management of the Institute. The Academic and Research Advisory Committees help the Institute by guiding the training, research, action research, consultancy and academic activities. Based on the recommendations of Prof. Y. K. Alagh Committee, the Institute has been restructured into schools with centres within each school.

The functions of the Finance and Accounts division of the Institute, inter alia, include 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.

1.11 Dissemination and Publications

NIRDPR has the 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' is published in English and Hindi to provide wide publicity for training programmes and highlight various activities undertaken by the Institute on a regular basis. The Institute also brings out publications under the Research Report and Case Study 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.

CHAPTER – 2

TRAINING & CAPACITY BUILDING

2.1 Training and Capacity Building Programmes of NIRDPR

The Institute places a strong emphasis on Training and Capacity Building as a cornerstone activity aimed at stimulating the rural ecosystem and fostering the efficacy of Panchayati Raj Institutions (PRIs). NIRDPR holds a considerable level of expertise in providing training to Elected Representatives of PRIs, as well as senior and middle-level officials who are instrumental in shaping policies, overseeing management, and driving the implementation of initiatives within Rural Development and Panchayati Raj programmes alongside related domains of work. These training programmes are meticulously designed to cultivate a knowledge foundation, hone essential skills, and imbue participants with the appropriate attitudes and values.

Central to NIRDPR's programmes is the enhancement of the capabilities of development professionals across the nation, equipping them to adeptly manage ongoing rural development initiatives. The Institute consistently innovates and incorporates novel training methodologies and techniques, resulting in a marked improvement in the quality of training programmes, which are further customised to align with specific needs.

Moreover, insights derived from research, action-based research, village adoption, and case studies are thoughtfully integrated into the training programmes. These programmes have also garnered significant interest from international participants worldwide, particularly from developing countries across Asia and Africa. Notably, NIRDPR is also actively engaged in reinforcing the capacity of State Institutes of Rural Development and Panchayati Raj (SIRDPRs) as well as Extension Training Centres (ETCs), thereby ensuring the dissemination of acquired knowledge to grassroots levels through a cascading approach.

2.1.1 Objectives

The programmes of NIRDPR are designed with the following objectives:

- Build awareness, improve skills, infuse the right attitude and broaden knowledge of the development functionaries for effective programme planning and implementation;
- Develop strategies for the emerging needs of the rural population through workshops, 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.

2.1.2 Clientele Groups

The programmes are designed 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.

2.1.3 Planning and Management of Training Programmes

The crafting of the annual training calendar at NIRDPR involves a meticulous process to seamlessly align emerging rural development trends with the Institute's overarching vision. A preliminary workshop is convened before finalising a training programme, focusing on key thematic areas within rural development. The insights derived from these workshops serve as a crucial foundation for the

subsequent design of training modules. Following this, the initial phase involves Training of Trainers (ToT) sessions hosted at NIRDPR's campus, catering to the development of skilled trainers. Subsequently, the baton is passed to State Institutes of Rural Development and Panchayati Raj (SIRDPRs) and Extension Training Centres (ETCs), which carry forward the training cascade to the next level.

Furthermore, the Institute incorporates the valuable input generated by its research studies to shape the design of training initiatives. This collaborative approach ensures that the training content remains up-to-date, relevant, and in harmony with ground realities. By drawing upon these multifaceted sources of input – including thematic workshops, research insights, and the stepwise approach involving ToT sessions – the Institute ensures that its training calendar effectively addresses the dynamic needs of rural development stakeholders while upholding the Institute's commitment to excellence in capacity building.

2.1.4 Training Methods

Keeping in view the varied nature of the training imparted, the diverse profile of the participants, and the online nature of training, appropriate training methods were used. These methods included Lecture-cum-Discussions, Case Studies, Group Discussions, Panel Discussions, Exercises and Hands-on Sessions (demonstrations), success stories, etc. As part of the training methodology, presentations by the resource

persons, both in-house and external, and experience sharing and interactions with the participants were facilitated.

2.1.5 Training Quality Improvement Measures Committee (TQIMC)

In order to make the training more effective, improving the qualitative aspects of the training programmes has always been the priority of the Institute. In this regard, the Training Quality Improvement Measures Committee (TQIMC) was constituted with members drawn from internal and external subject experts to scrutinise the course designs and materials, and suggest measures to improve the programmes.

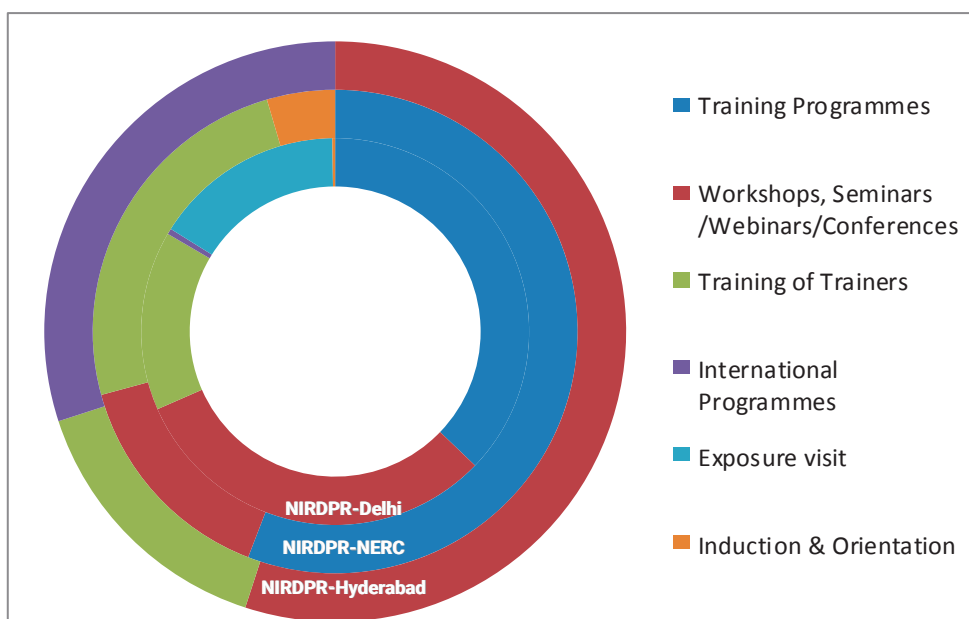
2.1.6 Training Programmes: 2022-23

During the year 2022-23, 1441 training programmes were organised, and 66200 participants were trained. In order to meet the state-specific requirements and to enhance the capacities of the faculty members of SIRDPRs, ETCs and other RD&PR institutions, 436 off-campus programmes were organised by the NIRDPR and its Regional Centres. The average score of effectiveness of training programmes based on participants' feedback was 87 per cent. The category-wise break-up of the training programmes conducted by the Institute is presented in **Table 2.1**. The category-wise distribution of participants who attended NIRDPR programmes during 2022-23 is provided in **Annexure I**.

Table 2.1: Type of Programmes Organised in 2022-23

Type	NIRDPR, Hyderabad	NIRDPR-NERC	NIRDPR, Delhi Branch	Total
Training Programmes	471	86	0	557
Workshops, Seminars/ Webinars/Conferences	396	23	11	430
Training of Trainers	190	38	3	231
International Programmes	6	0	6	12
Exposure visit	201	0	0	201
Induction & Orientation	3	7	0	10
Total	1267	154	20	1441

Type of Programmes Organised in 2022-23



The break-up indicating the mode of the training programmes conducted by the Insti-

Table 2.2: Mode of the Programmes Organised in 2022-23

Mode	No. of Training Programmes Conducted	No. of Participants
Online	173 (including Programmes conducted in Hybrid Mode)	8587
Offline	1268	57613
Total	1441	66200

2.1.7 Profile of Participants

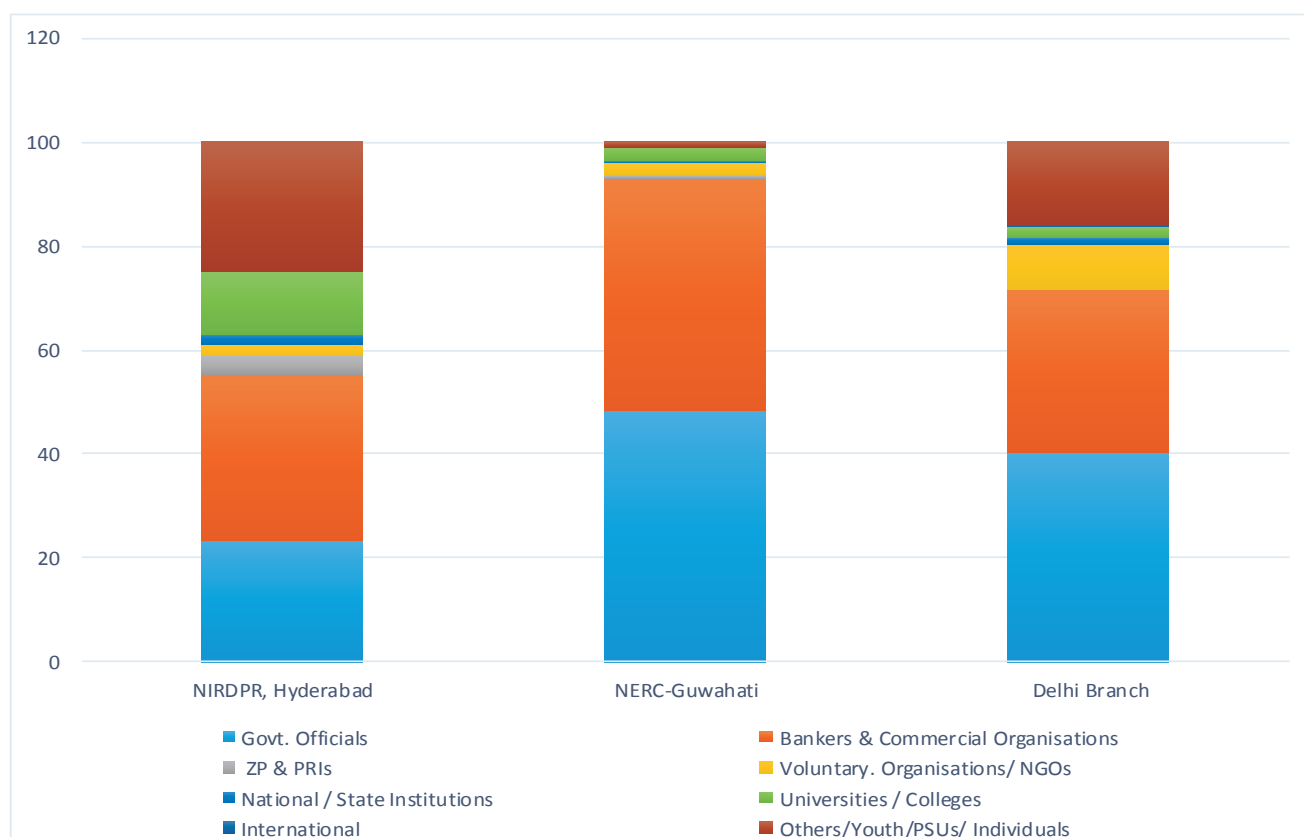
As seen from **Table 2.3**, the majority of the participants in the training programmes were government officials. A sizable number of

representatives from research and training institutes, non-governmental organisations (NGOs), community-based organisations (CBOs) and others, namely SHGs, farmers and youth, were also part of the group who benefitted from the training programmes.

Table 2.3: Profile of Trainees

Category	NIRDPR, Hyderabad	NERC-Guwahati	Delhi Branch	Grand Total
Govt. Officials	13867	2573	616	17056
Bankers & Commercial Organisations	18956	2373	479	21808
ZP & PRIs	2305	35	0	2340
Voluntary. Organisations/ NGOs	1129	121	131	1381
National / State Institutions	1227	24	17	1268
Universities / Colleges	7045	139	35	7219
International	109	0	2	111
Others/Youth/PSUs/ Individuals	14728	46	243	15017
Total	59366	5311	1523	66200

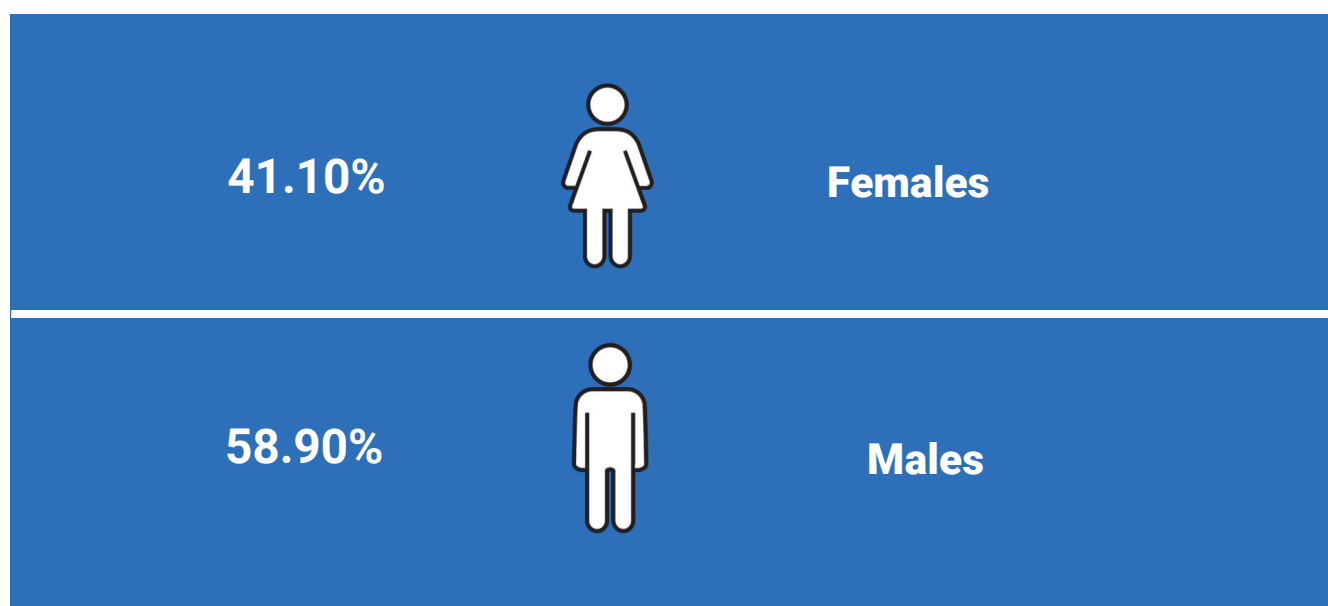
Profile of Trainees



2.1.8 Gender Distribution in Training Programmes

NIRDPR makes concerted efforts to design programmes that are gender-neutral in nature. The programmes were designed to ensure equal

participation of both male and female participants. **Graph 2.1** presents the details of the gender distribution of the NIRDPR programmes.



Graph 2.1: Gender distribution of the NIRDPR programmes

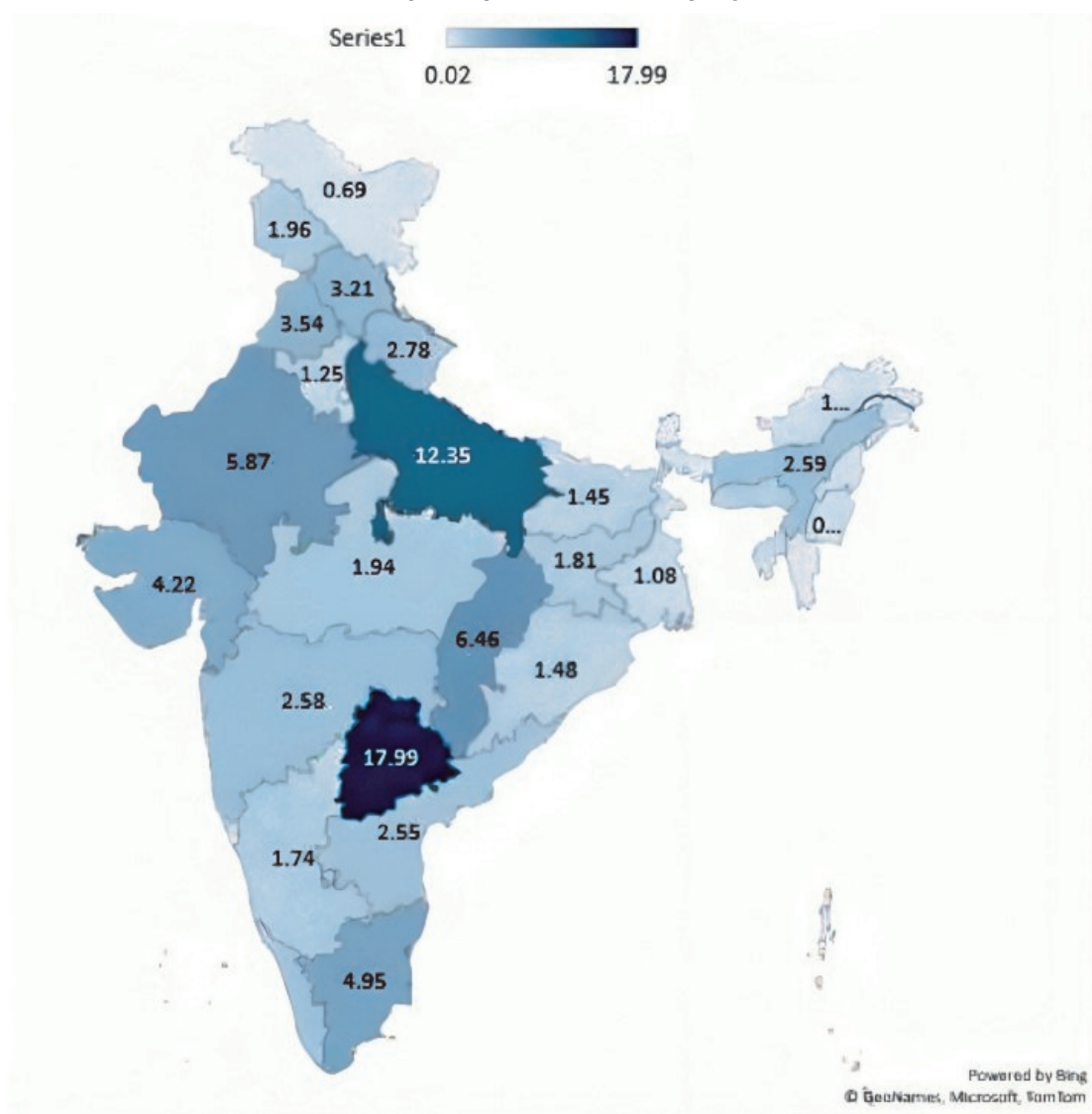
2.1.9 State-wise Participation

The state-wise participation of trainees during the year 2022-23 is presented in **Table 2.4**.

Table 2.4: State-wise participants of NIRDPR programmes			
S. No.	State	Number of Participants Trained	Percentage
1	Andaman and Nicobar (UT)	183	0.28
2	Andhra Pradesh	1,687	2.55
3	Arunachal Pradesh	681	1.03
4	Assam	1,714	2.59
5	Bihar	959	1.45
6	Chhattisgarh	4,269	6.46
7	Dadra & Nagar Haveli and Daman & Diu (UT)	477	0.72
8	Delhi	231	0.35
9	Goa	514	0.78
10	Gujarat	2,792	4.22
11	Haryana	824	1.25
12	Himachal Pradesh	2,120	3.21
13	Jammu and Kashmir (UT)	1,295	1.96
14	Jharkhand	1,197	1.81
15	Karnataka	1,149	1.74
16	Kerala	1,579	2.39
17	Lakshadweep (UT)	12	0.02
18	Madhya Pradesh	1,280	1.94
19	Maharashtra	1,706	2.58
20	Manipur	586	0.89
21	Meghalaya	1,112	1.68
22	Mizoram	468	0.71
23	Nagaland	461	0.70
24	Odisha	978	1.48
25	Puducherry (UT)	743	1.12
26	Punjab	2,338	3.54
27	Rajasthan	3,878	5.87
28	Sikkim	504	0.76
29	Tamil Nadu	3,271	4.95
30	Telangana	11,889	17.99
31	Tripura	908	1.37
32	Uttar Pradesh	8,160	12.35
33	Uttarakhand	1,838	2.78
34	Ladakh	455	0.69
35	West Bengal	717	1.08
36	NIRDPR	627	0.95
37	Others*	2487	3.76
	Total	66,089	
	International Participants	111	
	Grand Total	66,200	

*The data relating to participants' domicile state for most of the online programmes could not be traced and hence placed in others category.

State-wise participants of NIRDPR programmes



2.1.10 International Programmes

As part of efforts to share Indian experience for the benefit of developing countries, the Institute has been organising international training programmes on different themes of rural development. These programmes are conducted under the Indian Technical and Economic Cooperation (ITEC), CICTAB, AARDO, Govt. of Maldives and NIRDPR programmes. During 2022-23, 12 international programmes were organised, attended by 111 participants from developing countries. The participants were mainly from Asian, African and Latin American countries such as Argentina, Bangladesh, Cameroon, Cuba, Egypt, Ethiopia, Ghana, Iraq, Jordan, Kenya, Madagascar, Malawi, Maldives, Mauritius, Mozambique, Namibia, Nepal, Niger, Nigeria, Oman, South Sudan, Sri Lanka, Sudan, Syria, Tajikistan,

Tanzania, Uganda, United Kingdom, and Zambia. NIRDPR is reducing international training programmes in order to give importance to national-level programmes. The details of programmes and participants are as given in **Table 2.5**.

The titles of the international programmes are as follows:

ITEC Programmes

1. Training of Representatives of Island Councils & LGA of Maldives
2. Training of President & Vice Presidents of Atoll Councils of Maldives
3. International Training Programme on Geo-informatics Applications in Rural Development

Table 2.5: Details of International Programmes

Category	No. of Programmes Conducted	No. of International Participants Trained
AARDO	1	14
CICTAB	1	14
ITEC	4	81
NIRDPR	6	2
Grand Total	12	111

4. International Training Programme on Good Governance for Management of Rural Development Programmes

CICTAB Programme

1. Training Programme on Skilling, Livelihoods and Financial Inclusion

AARDO Programme

1. International Training Programme on Natural Resource Management and Climate Change Adaptation
2. Six Webinars on Evidence-Based Policy and Action Roundtable Series were conducted during the year.

An MoU was signed on 2nd August 2022, between NIRDPR and the Local Government Authority (LGA) of the Republic of Maldives, facilitated by the Ministry of External Affairs, Government of India, and in collaboration with the High Commission of India in Maldives. As part of this agreement, NIRDPR has outlined plans to implement a series of Training Programmes for the Elected Representatives and Staff of the LGA in Maldives over a four-year period from 2022 to 2026. The objective of NIRDPR's Capacity Building and Training (CB&T) initiatives is not to replace or revamp the existing CB&T frameworks in the Maldives but to complement and strengthen the initiatives of the LGA's and the Maldives Institute of Local Governance (MILG) in Maldives. This will be achieved by providing additional inputs tailored to their needs and drawing on successful practices from India's self-government (both rural and urban) institutions, showcased during the training sessions at NIRDPR. The first of the 60 planned training programmes in the series was organised for the

Presidents and Vice-Presidents of Atoll Councils in Maldives (similar to District Panchayats in India) at NIRDPR from 19th to 31st December 2022. The Second programme was organised from 6th to 17th March 2023, focusing on the Representatives of Island Councils and the LGA of Maldives. A total of 44 participants attended these programmes.

2.1.11 Themes of Training Programmes

The programmes aim to facilitate sustainable rural development by integrating economic and environmental dimensions through the empowerment of rural people. Themes have been 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 the ongoing rural development flagship programmes and empowerment of PRI functionaries. The details of the theme-wise number of programmes organised during the year are presented in **Table 2.6**.

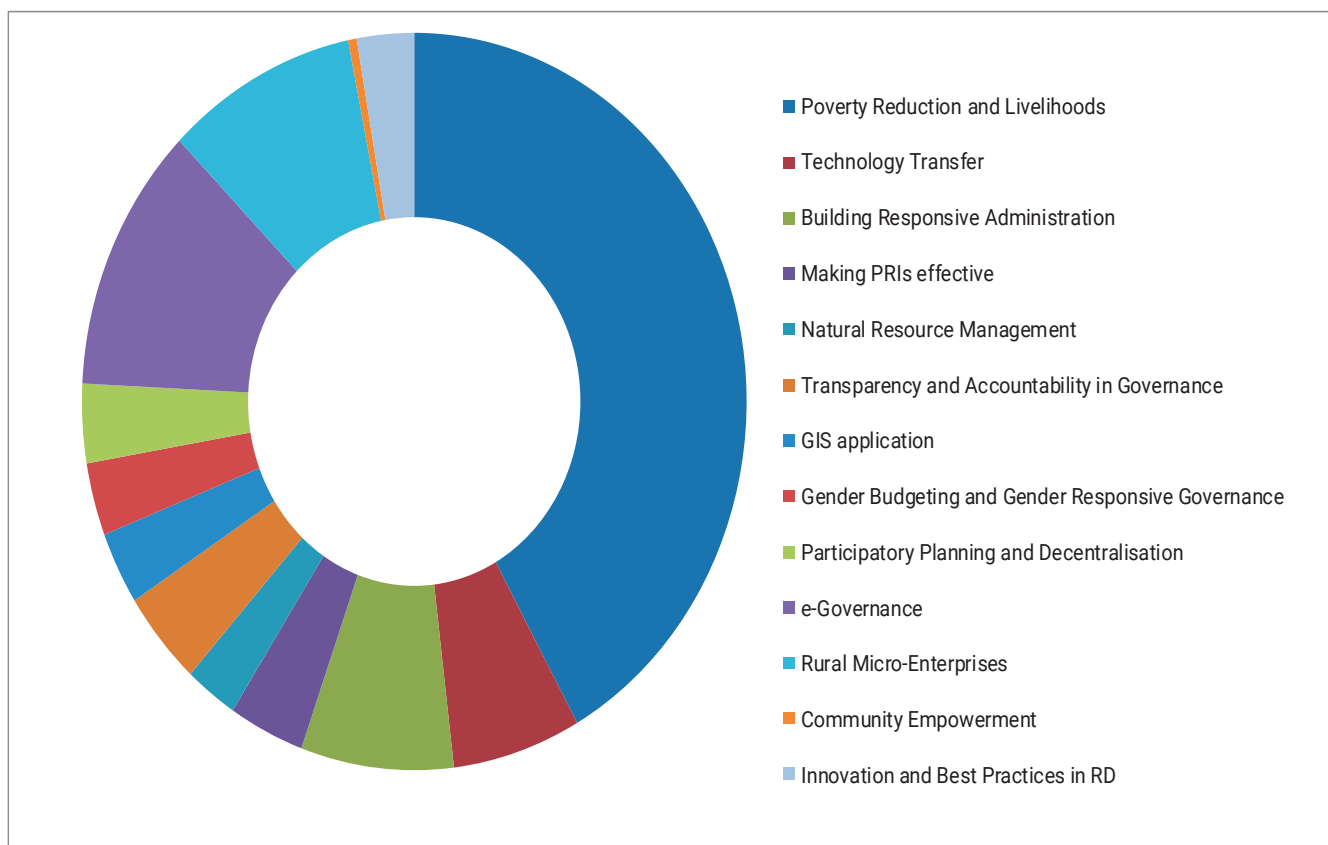
2.1.12 Training Feedback

The performance of training programmes is evaluated through e-evaluation on a five-point scale using the Training Management Portal (TMP) and Google Forms. This assessment is done with reference to components such as training design, content, training methods, training materials, speakers' effectiveness, etc., so as to take corrective measures to improve the training programmes. The overall average score for the training programmes during 2022-23 was 87 per cent.

Table 2.6: Theme-wise distribution of programmes

S. No.	Theme	No. of Training Programmes Conducted
1	Poverty Reduction and Livelihoods	603
2	Technology Transfer	90
3	Building Responsive Administration	107
4	Making PRIs effective	53
5	Natural Resource Management	37
6	Transparency and Accountability in Governance	60
7	GIS application	46
8	Gender Budgeting and Gender Responsive Governance	46
9	Participatory Planning and Decentralisation	50
10	e-Governance	169
11	Rural Micro-Enterprises	134
12	Community Empowerment	6
13	Innovation and Best Practices in RD	40
	Total	1441

Theme-wise distribution of programmes



2.1.13 Training Performance over the Years

The training performance during the past five years, starting from 2018-19, is depicted in **Figure 2.2**.

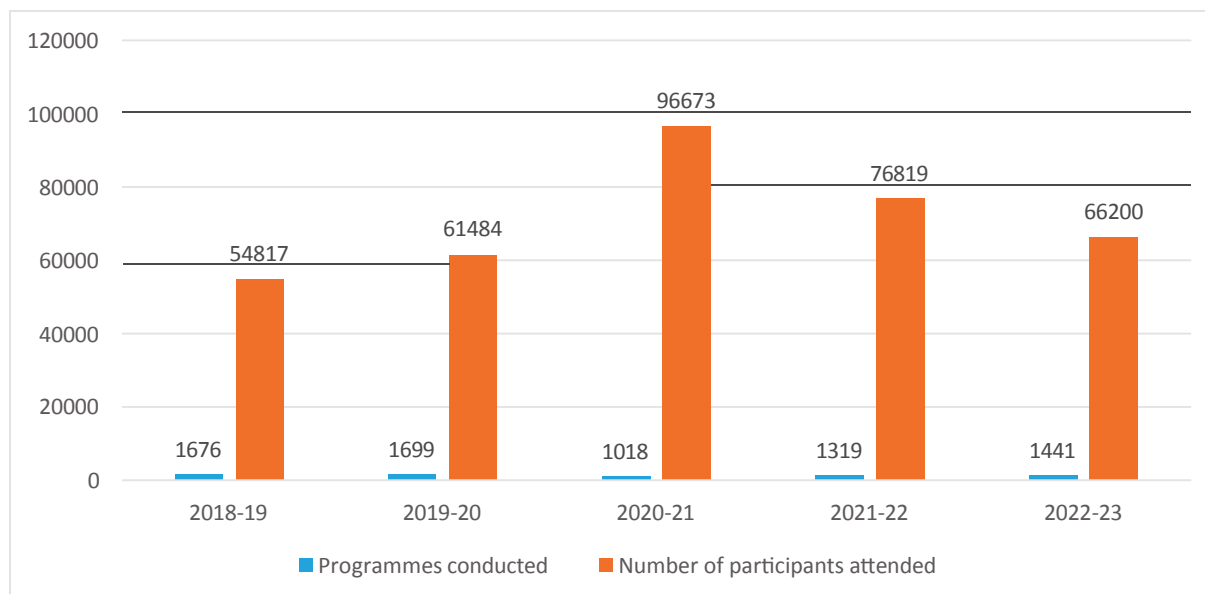


Figure 2.2: Training performance during the last five years

2.2 Networking with State Institutes of Rural Development (SIRDPR) and Extension Training Centres (ETC)

NIRDPR has the mandate to strengthen the SIRDs and ETCs to build the capacities of a large mass of Rural Development and Panchayati Raj functionaries through training and retraining. These efforts are expected to result in improved planning and implementation of development programmes. As a part of this networking effort, NIRDPR has been coordinating several schemes and events mentioned below.

2.2.1 Regional Meetings with Heads of SIRDs & ETCs

A two-day online Review Workshop of SIRDs & ETCs was conducted during 8th-9th December 2022 with Heads of SIRDs & ETCs. Apart from the review of training and research activities of SIRDs and ETCs, in the meetings, other issues, such as the Networking Strategy between RD Institutions, Improvement of Quality of Training and SIRDs As Resource Centres, came up for review and discussion.

2.2.2 Central Scheme for Development of SIRDs 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. One hundred per cent of central assistance is provided to SIRDPRs and ETCs for non-recurring expenditures for strengthening infrastructure, including campus development work, the procurement of teaching aids, office equipment, furniture, and fixtures. Besides, MoRD also provides 50 per cent of the recurring expenditure to the SIRDPRs in non-North-Eastern states and 90 per cent of the recurring expenditure to the SIRDPRs in the North-Eastern states and three Himalayan states/UTs (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, maximum Central assistance of Rs.20 lakh 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 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 positions and training performance with special reference to flagship programmes for rural development and panchayati raj.

2.2.3 NIRDPR-State Link Officers Scheme

State Link Officers (SLOs) are NIRDPR faculty members who help states and SIRDPRs train RD&PR officials under the system. State governments, SIRDPRs, ETCs, and other Rural Development Training Institutions have received academic support from the SLOs in the areas of training, research and action research.

2.2.4 Training Performance of SIRDs and ETCs

The 'network' of NIRDPR-SIRDPRs-ETCs has increased the spectrum of training activities in terms of 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 training sessions on these initiatives for SIRDs and ETCs, along with specific programmes based on the needs and requests of the states. In the year 2022-2023, about 15,000 training programmes were organised, and

13.75 lakh functionaries were trained by different SIRDs/ETCs.

The details of state-wise training programmes conducted by SIRDPRs & ETCs during 2022-23 are provided in **Table 2.7**.

2.2.5 Exposures Visits for State & SIRDPRs Officials

The SIRD Unit of CRTCN has also facilitated exposure-cum-study visits to SIRDPRs and State government officials from Bihar and Assam. During the visits, the multidimensional nature of development was explained with a special focus on flagship programmes of RD&PR, such as MGNREGA, PMGSY, NRLM, Skill Development, etc., in order to work towards effective implementation schemes in their states. Participants were also addressed by the senior faculty of NIRDPR on organic farming, nutrition, watershed management, skill development, and FPOs. Visits to historic places and model villages were also planned to showcase the different initiatives of the Government of Telangana like e-Seva, T-Hub, 2 BHK Scheme and other urban activities, besides state-specific rural development programmes such as Prakruti Vanam, Vykunta Dhamam, tree plantation, community group such as SHG, sanitation, watershed management for better understanding.



Table 2.7: Details of State-wise Training Programmes Conducted by SIRDPRs & ETCs during 2022-23

S. No.	State	Training Programmes Conducted	Total No. of Participants Trained
1	Andhra Pradesh	222	806517
2	Assam	4951	237453
3	Arunachal Pradesh	61	3675
4	Bihar	NA	NA
5	Chhattisgarh	239	20182
6	Goa	260	10007
7	Gujarat*	2698	241653
8	Haryana	424	10501
9	Himachal Pradesh	81	2008
10	Jammu & Kashmir	31	698
11	Jharkhand	41	1074
12	Karnataka	117	328018
13	Kerala	601	30395
14	Madhya Pradesh	4227	219114
15	Maharashtra	843	31715
16	Manipur	56	1893
17	Meghalaya	175	8657
18	Mizoram	317	11334
19	Nagaland	191	7107
20	Odisha	167	5510
21	Punjab	563	1577
22	Rajasthan	58	3014
23	Sikkim	148	3404
24	Tamil Nadu	151	105935
25	Telangana	388	16429
26	Tripura	1105	43937
27	Uttar Pradesh	2519	240531
28	Uttarakhand	343	12554
29	West Bengal	153	18693
	Total	15896	1375940

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

CHAPTER-3

RESEARCH AND POLICY ADVOCACY

Research is one of the principal activities of the NIRDPR in view of its foray into a wide range of issues pertaining to rural development and panchayati raj. The research endeavours enable the Institute to keep abreast with the country's contemporary rural development issues. Given the wide range of expertise in the various areas of rural development among the faculty members, the Institute undertakes consultancy research studies for other Ministries of Government of India, State governments, Corporate Organisations, etc. The research studies are conducted with the following objectives:

- 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 RD programmes.
- Developing course material for training programmes based on research outcome
- Creating a body of knowledge in Rural Development and Panchayati Raj domains.

The process for the approval of research studies at NIRDPR includes the suggestion given by the Policy Research Advisory Committee (PRAC) at the first stage. Consequently, the proposals submitted by the faculty will be reviewed by the Research Advisory Group (RAG), comprising internal faculty members. Upon submission, the proposals will be reviewed by the Research Advisory Committee (RAC), composed of eminent scholars from different institutions in the domain. Accordingly, the faculty will give approval to conduct research. Before finalising the report, the research team will present their study findings in the study forum for suggestions on improvement.

3.1 Categories of Research

Keeping in view the qualitative and quantitative issues to be addressed, the research activities are defined into broad categories, namely Research Studies, Case Studies, Collaborative Studies, Action Research & Village Adoptions, and Consultancy Studies. The action research is taken up to test the feasibility of research studies and assess the outcomes of policy recommendations. Action research takes the researchers much closer to the problems at the grassroots level while promoting rural development endeavours. The case studies focus on successful rural development practices having specific training values and scope for replication. Faculty members undertake collaborative studies with SIRDPRs/ETCs, national institutions, NGOs, etc.

Various consultancy studies are also undertaken by the Institute, given the expertise of the faculty members and the responsibility entrusted by various ministries of the Government of India, state governments, and other national and international organisations.

3.2 Research Studies Conducted in 2022-23

A total of 39 research studies (including 23 ongoing proposals of previous years at various stages and 16 current year studies) were carried out in 2022-23 under various categories, viz. Research Studies, Case Studies and Collaborative Studies. The details of the studies are given in **Annexures II-IV**. The research studies taken during the year 2022-23 are shown in **Annexure II**.

During 2022-23, 10 research studies were completed, as detailed in **Annexure III**. These studies were carried out in Andhra Pradesh, Assam, Chhattisgarh, Delhi, Jharkhand, Karnataka, Kerala, Odisha, Rajasthan, Tamil Nadu, Telangana, Uttarakhand and Uttar Pradesh. Three studies were pan-Indian, and one was conducted in the North-eastern region.

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, 13 studies are still underway, and the details are presented in **Annexure IV**.

3.2.1 Research Themes and Focus Areas

The thematic areas of NIRDPR research studies include Rural Health, Education, Employment, Rural Livelihoods, Social Development, Migration of Rural Labour, Mahatma Gandhi NREGS (Flagship Programme), Farmer Producer Organisations (Agriculture Sector), Rural Infrastructure, and Nutrition.

3.2.2 Key Findings and Policy Recommendations of the Research Studies

1) Sustainable Livelihoods and Disadvantaged Communities: A Study of WADI Programme in Select District of Karnataka - Dr Raj Kumar Pammi

Policy Recommendations:

- The farmers should be given requisite processing and storage facilities.
- The farmers should get access to marketing-related infrastructure and the mini-processing industry, which boosts income and employment opportunities.
- The farmers should have equal access to resources such as markets and market-related information.
- The focus should be on capacity building on various farm techniques and methods for better development of crops at the cluster level.
- Interactive dashboards may be created at the cluster level so that farmers can efficiently utilise digital resources to manage and plan different activities to improve their livelihoods.
- Farmers should be allowed to express their needs at Gram Sabhas, and accordingly, GPDP should be developed.

2) National Social Assistance Programme (NSAP) and State sponsored Schemes in the Study Area and Extent of DBT-An 8 States Study - Dr S. N. Rao

Article 41 of the Constitution of India enshrines States with the responsibility to 'provide public assistance to its citizens in case of 'unemployment, old age, sickness and disablement and other cases of undeserved want within the limit of its economic capacity and development.' The National Social Assistance Programme (NSAP) is an indicatively organised programme to address this concern of all those living below poverty line. The NSAP was launched in 1995, and it provides financial assistance in the form of social pensions to the destitute classified as elderly, widows and persons with disabilities. These persons have little or no regular means of subsistence from their own source or through any other support from family or other sources. NSAP interventions are covered in five components: Indira Gandhi National Old Age Pension Scheme (IGNOAPS); Indira Gandhi National Widow Pension Scheme (IGNWPS), Indira Gandhi National Disability Scheme (IGNDPS), National Family Benefit Scheme (NFBS) and Annapurna Yojana. NSAP being a centrally sponsored scheme, states are authorised to release a matching grant to the beneficiary. The Government of India has also urged state governments to make matching contributions to double the monthly pension amounts.

In order to facilitate an efficient and effective transfer system, the direct benefit transfer (DBT) system was introduced by the Government of India on 1st January 2013 to transfer subsidies efficiently to people's accounts with a strategy to reduce leakages and delays. Therefore, a question arises as to whether the social pension so accorded is adequate for meeting the beneficiaries' basic needs in terms of food, shelter, and medical aid. There has been severe criticism of the Government of India for the low rates of monthly social pension payments made to the poor, elderly, widows and persons with disabilities.

The study is designed to explore the implementation of NSAP and state pension schemes, DBT, and its efficiency and adequacy, income, consumption, social pension received, its efficiency and adequacy in meeting the basic demands of the beneficiary, its role in protecting them from slipping into poverty traps, and their social development.

3) Access to Health Services and Health Status in Rural India with Particular Reference to Marginalised Social Groups – Prof. Jyothis Sathyapalan, Prof. Rajendra P. Mamgain & Mr Rajesh Raushan

The study findings reveal that marginalised social groups were found to lag behind the better-off groups in rural India on most indicators of health and healthcare. Most indicators are interdependent, and progress in one indicator pushes to another. Inter-linkages of health status, access to services and health system reveal that the non-availability of health facilities due to poor infrastructure, workforce shortages and quality of care pose a threat to marginalised population in rural areas. The study also found that mortality and morbidity have declined much and still have a declining nature, but NMR among them is crucial, with high among children from marginalised groups. The severity of malnutrition and anaemia in children and women is still high among marginalised groups, ST followed by SC. The study found a shortfall in different health facilities and infrastructure, and manpower in most EAG states, including others.

The study recommends that within the ambit of the National Health Policy, 2017, priorities should focus on strengthening health systems in all dimensions—investments in health, organisation of healthcare services, prevention of diseases and promotion of good health. States with a high share of marginalised population must draw model district health action plans (DHAP) for such groups separately. The decentralised and micro-level planning needs to be divided into small area-based planning for the interventions to meet the secondary and tertiary healthcare needs of the poorest and marginalised population in rural India.

4) Access to Quality School Education in Rural and Urban areas - Prof. Jyothis Sathyapalan, Prof. Rajendra P. Mamgain & Mr. Khalid Khan

The study analysis suggests that private schools, though fewer than government schools, are better equipped to offer all levels of education. The integrated schools are highly concentrated in urban areas and better-off states, particularly private schools. The analysis also shows that a notable number of schools are single-classroom and single-teacher schools. Single-

classroom schools and single-teacher schools dominate at the elementary level of school education. A large number of schools lack basic facilities. Based on the findings, the study made policy suggestions, which include the availability of resources, improvement of infrastructure, special programmes for improving the performance of schools in rural areas, especially in economically backward states; resources to be integrated into the teaching and learning processes at the schools to translate the provision of inputs into effectively improving the learning outcomes among students; special survey on learning outcome among the students to examine the underlying difficulties; and a special programme to enhance learning in government schools with special focus on English language and numerical literacy.

5) Scheduled Castes and Scheduled Tribes in Rural Labour Markets: A Study of Employment, Earnings and Inclusion - Prof. Jyothis Sathyapalan, Prof. Rajendra P. Mamgain, Dr Nivedita Sharma, Dr Ankita Goyal & Ms. Jaya Lekshmi Nair

The study found that the participation of rural female workers declined with an increase in education. A mixed trend was observed in the case of rural males. The dependency on agriculture for livelihood was found prominent in others, followed by STs and OBCs, but participation is found least in SCs; male wage rates are higher than females. The study observed that the promotion of overall employment, especially in the non-farm sector, has been useful for most marginalised workers. By promoting non-farm sector employment, these workers' income and employment levels can be enhanced. The absence of social protection for these workers aggravated their vulnerability. To some extent, MGNREGA is the only social protection available to them; however, it is inadequate in terms of income security. Further, it is provided at the household level and kept at a maximum of 100 days. As such, the study recommends that it can be supplemented either by providing guaranteed employment at the individual level, extending the coverage from 100 to 150 days, or by cash transfer (some form of cash transfer in addition to MGNREGA).

6) Migration, Well-being and Impact of the Covid-19: A Study of Uttarakhand Migrants in Delhi - Prof. Jyothis Sathyapalan, Prof. Rajendra P. Mamgain & Alakh Narayan Sharma

The study found that among the migrant families, around 29 per cent of household adult members were working, while 61 per cent were non-working. About 10 per cent were unemployed, with a relatively higher unemployment rate (15.2 per cent) among youth. There was a significant gender difference in employment, where the male work participation rate (44.7 per cent) was significantly higher than their female (10.1 per cent) counterparts. Among non-workers, five out of ten non-workers engaged in studies and four involved in domestic duties. As evident, females (64 per cent) were significantly more involved in domestic duties than males (8 per cent). Almost 62 per cent of the youth pursued higher studies, while young females (24.6 per cent) continued to engage in domestic duties substantially more than their male (2.8 per cent) counterparts. More than three-fourths (77.9 per cent) of the migrant workers were engaged in regular salaried work, with the majority engaged in the private sector and less in the government/public sector. Female migrant workers were involved more in regular/salaried and casual/daily wage works than males, while male workers were engaged more in self-employment than females. The majority of migrant workers were engaged as service workers in shops and markets. This is also confirmed by the industrial distribution of migrant workers, who largely engaged in the service or tertiary sector (73 per cent), such as wholesale and retail trade, hotel and restaurants, and less in the secondary sector (27 per cent), such as manufacturing and construction.

The study recommends that there is a need for universal access to welfare schemes, as the central government has already introduced one-nation-one ration card, and the study also shows that the majority of migrants have identification documents but are unable to access the benefits of welfare schemes in the absence of local documents. Most of them have identification documents either from their place of origin or destination places and are unable to access government welfare schemes in both places.

7) Evaluation of SHG –VRP Training in the conduct of Social Audits - Dr C. Dheeraja

Social audit gained significance after the 73rd Amendment of the Constitution. Social audits have been made mandatory in MGNREGS since its inception. As per Section 17 of the MGNREG Act, 'Social Audit of work by Gram Sabha' states that Gram Sabha shall monitor the execution of works within the Gram Panchayat. The Gram Sabha shall conduct regular social audits of all projects taken up under the Scheme within the Gram Panchayat (GP)'.

As part of the Annual Action Plan of MGNREGS, this initiative was taken up to train the SHG women as village-level social audit resource persons with objectives like (i) capacitating at least three SHG members from each gram panchayat on the concept and application of social audit; (ii) generating a pool of village level social auditors (SHG members); and (iii) equipping the SHG members with the skills to conduct the social audit in general for all development programmes, and in particular in MGNREGS.

Key suggestions/recommendations of the study are:

- Based on the opinion of the VRPs/BRPs/DRPs, the number of days may be increased for future training programmes. Many respondents expressed that the number of days has to be increased to cover all the topics comprehensively.
- The training manual has to include new schemes of social audit content.
- The number of field visit days must be increased so that VRPs can get practical and classroom knowledge.
- Auditing Standards for Social Audit should be incorporated in the training manual along with the social audit MIS session.
- As per the observations from the FGDs, a community mobilisation session must be incorporated into the training.
- VRPs are requested to provide frequent training to update their knowledge of different social audit schemes.

- As per the standard operating procedure for the SHG-VRP training programme, SHG members should have an active job card and should have worked under MGNREGA. The study found that 66 per cent of the respondents/families in Odisha and 45 per cent in Jharkhand did not work under MGNREGA. Based on the data, it is observed that the selection process for SHG-VRPs in Odisha and Jharkhand is not as per the standard operating procedure released for SHG VRP Training. For future training programmes, SAUs should ensure that they follow the rules mentioned in the standard operating procedure.
- Compared to other sample states, respondents from Odisha have less awareness of various aspects. Hence, separate training may be recommended for the Odisha VRPs before conducting the social audits in every block.
- SAUs should provide the updated material to the VRPs. VRPs expressed that they didn't get updated material after the training.
- An orientation for the NRLM/SRLM needs to be conducted regarding the selection of the SHG-VRPs for the training.
- SHG-VRPs with lesser educational qualifications could not understand the technical aspects of the work; hence, it is suggested that more exposure to the practical approach be given in training.
- SAUs should maintain the data with reasons for those not participating in the social audits to avoid favouritism in giving more chances to certain people.

8) A Study on An Analysis of the Ecosystem of Farmer Producer Organisations (FPOs) Of North Eastern Region of India - Dr Ratna Bhuyan assisted by Miss Prarthana Arandhara, and supported by Dr R. Ao, Er. P P Bhattacharjee and Dr Surjit Vikraman

As in other regions of India, the eight states of the North Eastern Region (NER) of India have also come up with many FPOs in the agriculture sector to facilitate the small and marginal farmers of assured markets for their produce. These FPOs are mostly single commodity FPOs producing vegetables like potatoes, garlic,

pumpkin, tomatoes and Naga chillies, fruits like orange, pineapple and banana, and flowers like marigold. There are also a few other FPOs who, unlike the single commodity FPOs, are into more than one vegetable or spice or concentrate on variegated vegetables together with other products like honey. Promoted by organisations like the SFAC and NABARD, departments like the Department of Horticulture and Department of Food Processing under schemes like Rashtriya Krishi Vikash Yojana (RKVY) and Mission Organic Value Chain Development (MOVCD), the FPOs which are mostly registered in the FY 2015-16 are at the nascent stage of their operations with shareholder membership ranging from more than 500 farmers to over 1000 farmers.

With distinctive features, the FPOs in the region are also laden with challenges. Being a recent initiative, attempts at quantitative assessment of the performance of the FPOs in the region are lacking. As there are also no specific tools and indicators to assess the performance of the FPOs in the context of the ecosystem governing them in the region, the present study tries to address these gaps. The study has been carried out with the objectives to – (a) Look into and assess the functioning of the FPOs in terms of their ecosystem across the eight states of NER, (b) Explore the challenges of the FPOs in the region, (c) Analyse the performance of the FPOs in the region, and (d) Provide a framework to inform future policy-making targeted at empowerment of small and marginal farmers in the NER through the FPO movement.

9) Mapping Success Story of Rural Community Radio: (RCR)–A Case Study - Dr Akanksha Shukla

This study maps out the success story of Sangham radio, Pastapur, initiated by the Deccan Development Society and proves beyond doubt that due to technological convergence, the radio can easily be accessed through free apps which can be downloaded and saved. Android phones with data or internet connections can access a canvas of entertainment and information. Still, there is ample scope and relevance of community radio to fulfil the agenda of dissemination of information.

The study proves that community radio can best be used to disseminate authentic information for all 29

subjects related to rural development. CR is a platform that has brought about wide enlightenment on agriculture, health, home remedies or medicines, and organic farming for the community. CR can play an effective part in various government schemes for farmer's welfare, education, health, employment generation, and other local development schemes in the local language. In fact, the compendiums released in 2017 and 2020 enlist areas of intervention where CRs are already functioning and have enlisted their success stories. The areas identified include response to disaster & conflict situations, justice to marginalised communities, livelihood & agriculture, empowerment & engagement of women, and innovation through community radio.

3.3 Action Research

Given the contemporary research outcome and the current issues/problems that need immediate attention, NIRDPR focuses on several themes for action research. A few themes focused upon in 2022-23 were Panchayati Raj and Dairy Development. Two action research studies were carried out in 2022-23. The details of the studies are presented in **Annexure V**.

3.4 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 groups in this regard are from i) MoRD, ii) MoPR, iii) DAY-NRLM, MoRD, iv) MoPR-RGSA; v) Department of Rural Development, Jharkhand; vi) Chhattisgarh State Watershed Management Agency (CGWMA); vii) ICRISAT; viii) Society For Elimination of Rural Poverty (SERP), Department of RD&PR, Govt. of Andhra Pradesh; ix) Dept of Environment & Forest, Govt of Arunachal Pradesh; x) Ministry of Agriculture, Govt. of Uttarakhand, xi) Govt. of Andhra Pradesh; xii) Bharath Dynamics Limited; xiii) Population Council, New Delhi and supported by Bill and Melinda Gates Foundation; xiv) Coal India Limited, xv) CICTAB, xvi) UNICEF.

During 2022-23, eight new consultancy studies were taken up in addition to the 14 ongoing studies that were taken up before 2022-23. A total of 10 consultancy studies were completed in 2022-23. These studies were carried out in states/UTs like Andhra Pradesh, Arunachal Pradesh, Assam, Bihar, Chhattisgarh, Delhi, Gujarat, Haryana, Jharkhand, Karnataka, Kerala, Madhya Pradesh, Maharashtra, Manipur, Meghalaya, Mizoram, Nagaland, Odisha, Puducherry, Punjab, Rajasthan, Sikkim, Tamil Nadu, Telangana, Uttar Pradesh, Uttarakhand, West Bengal. Two were pan-Indian studies.

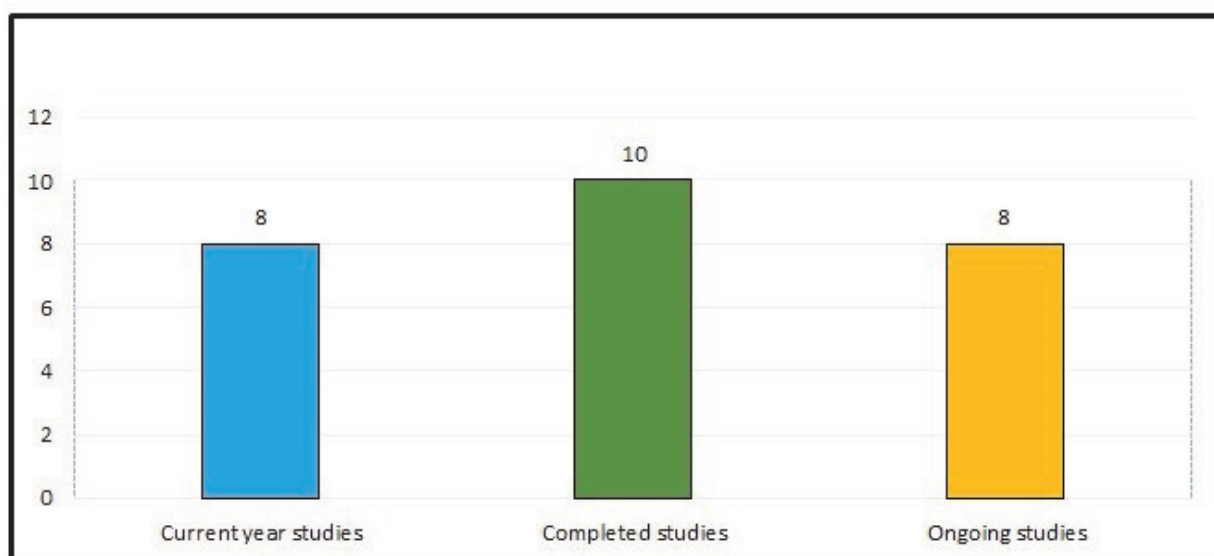


Figure 3.1: Status of Consultancy Studies in 2022-23

The details of the studies are presented in **Annexures VI-VIII**. A summary of the outcomes of a few completed Consultancy Studies is given below:

1) SHG Pathways Project - Dr S. K. Sathyaprabha

The Ministry of Rural Development brought an initiative to raise awareness about food, nutrition, health, and WASH (FNHW) to women through the National Rural Livelihoods Mission. A part of the Population Council's research project on SHG Behaviour Change Pathways was undertaken by NIRDPR. This broader study of the Population Council intends to understand SHGs and other women's collectives, behaviour change in improved health, nutrition, and other development outcomes.

The study aimed to understand SRLMs' training on FNHW and behavioural change among SHG women. NIRDPR and NRLM will use this training tracer study to strengthen its processes, training and teaching pedagogy. The study areas were Chhattisgarh and Jharkhand. In each state, two districts were identified for the field data collection. Accordingly, Kanker and Bastar districts in Chhattisgarh and West Singhbhum and Pakur districts in Jharkhand were selected. Two blocks were identified from each district, and from each block, two villages were chosen for the study. So, eight villages were covered in each district. Thus, 16 villages were identified in both states, and the primary data was collected.

It was observed that awareness and behavioural change in the habits concerning personal hygiene, cleanliness, purity in cooking and maintaining food, intake of iron tablets, enrolling for vaccination, hospital delivery and its monetary benefits were noticed in almost all the self-help group members. In Jharkhand, data showed self-help group members' complete understanding of delivery at hospitals and availing its benefits, vaccination, hand washing, and cleanliness (personal hygiene, food & surroundings) through training and regular practice.

The study recommends more separate training programmes for food, nutrition, health, and WASH at the VO and SHG levels. The frequency of VO meetings with SHGs and their FNHW should be increased, and the

number of training sessions should be increased to remind the community constantly and include them in their regular habits. The community cadre should be strengthened in terms of the number of staff and their capacity building to have frequent training and proper monitoring. The linkage between SHGs and PRIs with more convergence would enable reachability at the grassroots level. The study concludes that as most women in the village, including frontline workers, were SHG members, their awareness and practices significantly influenced their families and the community. Hence, the inclusion of FNHW components in NRLM has to be further strengthened using a rational approach.

2) Study on 'Transforming India through Strengthening Panchayat Raj Institutions by Continuous Training and e-enablement' (TISPRI) - Phase II (2020-2022) - Dr C. Kathiresan, Dr Pratyusna Patnaik & Dr Vanishree Joseph

The key objective of this study was to orient the Panchayati Raj Institutions to achieve the goals of RGSA and the Panchayats Vision 2024. For the study, capacity building and training activities were taken up across the SIRDPRs/ETCs/DPRCs. For the case study documentation, the case study method was adopted to elicit relevant information from the key informants. Besides, focus group discussions with the elected representatives, panchayat functionaries and local citizens were carried out to bring out the successful initiatives taken up by the Gram Panchayat. The TISPRI Phase-II study project has covered all the states in the country except Delhi and Chandigarh. The implementation of different components of the study project spreads across the country. The successful case studies were documented in Karnataka, Andhra Pradesh, and Tamil Nadu.

Key Findings:

- Certification of Master Resource Persons (MRPs);
- ToTs for the Certified MRPs for building the capabilities of PRIs;
- Online Certificate Programmes for ERs, PR functionaries and MRPs;
- Awareness Films;

- Distance Mode Programmes on Panchayati Raj Governance & Rural Development;
- Documentation of Success Stories;
- Development / Updation of Learning Materials;
- Support to MoPR in the GPDP campaign.

3) Impact Assessment on the Major CSR Initiatives of Coal India Limited (during FY 2014-15 to 2019-20) - Dr R. Murugesan & Team

Coal India Limited (CIL), a Public Sector Enterprise of the Ministry of Coal, Government of India, has implemented many developmental initiatives under its Corporate Social Responsibility. The company's focus is to make a sustainable impact on the human development of under-served communities through initiatives in the fields of education, health, environmental protection, and livelihoods. As a special initiative, CIL has implemented six major projects in three states, viz. Bihar, Haryana, and West Bengal. CIL has assigned the task of conducting an Impact Assessment on their CSR Initiatives to the North Eastern Regional Centre of the National Institute of Rural Development and Panchayati Raj (NIRDPR-NERC), Guwahati.

With the focus on improving the quality of life of the affected people living in the selected areas, the CIL initiated special projects such as a) Supporting the construction of homes for out-patients of Tata Memorial Centre Hospital (Premashraya), b) providing financial assistance to WB-HIDC for the purchase of electric vehicles, c) for procurement of CT Scan machine and Cath Lab equipment to IILDS, d) Assisting to Talassemia Bal Sewa Yojana, e) Construction of ENT, Eye and Dental Hospital-cum-Diagnostic Centre, and f) Training 400 youth in Plastic Engineering Trade at CIPET, etc. The evaluation study conducted by NIRDPR has collected valuable information regarding the CSR initiatives of the company by interacting with different stakeholders like resource persons, local community members, beneficiaries and government officials, which has not only helped in understanding the developmental issues but also the needs of the population residing in the study area.

Based on the findings, the study recommended that awareness programmes need to be conducted very frequently, informing about various CSR programmes and policies targeted at needy and rural population; skill development programmes need to be conducted in collaboration with other skill development agencies to facilitate and connect them with the market so as to keep this art of the soil alive and to connect on par with the market requirements as well as to increase the demands for these products; and make arrangements to access to basic infrastructure facilities related education, health, and other infrastructure facilities like a dedicated auditorium/space/ground for their regular practice wherever is possible.

4) Inclusive Growth in Indian Agriculture: Need for Commercially Viable and Financially Sustainable FPOs - Dr M. Srikanth, Mr. Arshad Kamal Siddiqui & Dr K. Jayashree

The study reported that marketable surplus is higher in the case of cash crops than food crops due to the consumption of the latter by farmer members. While Kharif crops are predominantly cotton and paddy, Rabi crops are skewed in favour of vegetables and pulses in the study states. It is noticed that output per acre for each crop varies from one state to another, both in Kharif and Rabi crops. It is seen that after becoming members of FPOs, the majority of the farmer members can access these value-added activities, which they were unable to do. A higher proportion of the farmer members in Karnataka, Telangana, and West Bengal are availing storage, grading, processing, packing, certification, and branding facilities through FPOs than the other two study states. It is observed that the majority of the farmer members (88.23%) are able to access finance from formal sources, i.e., banks and financial institutions, after joining the FPOs, more so in the case of Telangana, Odisha and West Bengal in this context. It is observed that the farmer members in FPOs received higher average prices to the extent of 43.05 per cent after joining FPOs, both with respect to Kharif and Rabi crops. Four out of five farmer members insure their crops to cover various risks. Three-fifths of the farmer members in the five sample states receive agricultural extension services. The majority of the sample farmer

members in the study states stated that they have a better awareness of technological advancements (89.10%), access to market intelligence (78.40%), and weather forecast and agri-advisory services (56.90%) after joining the FPOs.

5) An Assessment of YSR Pension Kanuka – A Social Security Scheme of National Policy for Social Assistance in the State of Andhra Pradesh” – Study sponsored by Society for Elimination of Rural Poverty (SERP), Govt. of Andhra Pradesh - Dr K. Prabhakar, Dr S.N.Rao and Mr.Rajeshwar

The study assessed the YSR Pension Kanuka scheme/programme implementation process in terms of programme access, process, usage, leakages, time-bound service delivery, and beneficiaries' satisfaction for its further betterment and effective implementation. A total of 1023 YSR Pension Kanuka beneficiaries and 146 officials were interviewed from six selected districts, namely Chittoor, Sri Sathya Sai, Annamayya, Bapatla, Visakhapatnam and Srikakulam based on a simple systematic random sampling method. Around 170 YSR Pension Kanuka beneficiaries and 25 officials were interviewed in each selected district. Study findings demonstrated that the YSR –Pension Kanuka is a classic social security safety-net programme to safeguard poor people by supporting them every month to pursue minimum monthly basic needs.

6) Evaluation Study of Aajeevika Grameen Express Yojana (AGEY) Scheme - Dr Nithya V. G., Dr Ch Radhika Rani & Dr Surjit Vikraman

Aajeevika Grameen Express Yojana (AGEY) is a centrally sponsored programme of Deendayal Antyodaya Yojana-National Rural Livelihoods Mission (DAY-NRLM) launched in 2017. The members of Self-Help Groups (SHGs) and Groups from CBOs are the beneficiaries of the AGEY scheme. The vehicles under the scheme operate in backward and remote rural areas for transportation needs and demands, catering services to local commuters and carriage of goods. The scheme has the provision for purchasing either 3-wheelers or 4-wheelers with interest-free financial support and has the provision of a loan made from the Community Investment Fund (CIF). The scheme intends to play a critical role in improving the rural economy and creating better and more efficient transport facilities in rural

areas to increase household income through sustainable approaches. Since its inception, 1811 AGEY vehicles have been distributed to the beneficiaries across 26 States/UTs. The scheme has not been operational since March 2021; hence, the present evaluation study was conducted in 18 states to understand the impact of the AGEY scheme and its further scope of continuation by the Government of India. The objectives were to understand the outreach of vehicles in connecting rural places with urban centres, evaluate benefits received by the stakeholders at various levels, understand and analyse the overall impact of the scheme on the livelihoods of the targeted communities, identify implementation gaps and provide recommendations for improvement.

The scheme was found impactful in rural areas among the beneficiaries (both individual and group) as well as among consumers. Unique outreach in remote villages (48%), positive impact on improving access to facilities (health, social and economic) for the targeted communities, support for marketing, employment generation, and access to opportunities in areas of economic growth make the scheme incredibly effective. The scheme has successfully improved the rural economy and, in turn, assisted the rural women with alternative sources of income, particularly for SHG women. The scheme has given an opportunity to prove that CBOs can work in a new domain to support livelihoods through public transportation services. The scheme also allowed women to develop their capacities and harness their driving skills.

7) Independent Evaluation of Ongoing Projects under Mahila Kisan Sashaktikaran Pariyojana (MKSP) - Dr Nithya V. G., Dr Surjit Vikraman & Dr Ch Radhika Rani

The study found that the MKSP programme has been well conceived and structured, involving the community stakeholders and can be customised to suit the requirements of the state's priorities for livelihood promotion. All the projects achieved physical targets in terms of covering villages, number of MKs, PGs, CHCs and agroecological practices such as crop planning, seed treatment, soil health management and water management, pest and disease management and value

chain interventions. The scheme interventions have had significant societal impacts and substantially improved the income of Mahila Kisans.

Policy Recommendations:

- Impart business skills to CRPs to enable micro-enterprise development and effective market linkages.
- The MIS needs constant updates to ensure that the interventions and best practices are well captured, secured and made available to the succession in case of staff transfers.
- The potential scope for value addition is an enormous opportunity for product development and the establishment of micro-enterprises.
- There is a felt need for more training, exposure & workshops for the women farmers and CRPs to improve knowledge for effective implementation and adoption of sustainable agricultural practices, convergence, participation in Gram Sabha and other platforms.
- There is a necessity to conduct more demonstrations of good agricultural practices with some new varieties to improve resilience to climate change.
- There is a greater need for coordination with various departments to promote convergence so that the MKSP platform can be leveraged to bridge the gap for sustainable livelihoods. Effective convergence from different departments is needed for different schemes, especially for the MGNREGA scheme for NRM-based asset creation.
- SRLMs could draw on linkages either with existing government or credit facilities to facilitate tractors/ machinery for using tools of Custom hire Centre to the targeted families. Strengthening CHC with machinery, making CHC a revenue centre and deploying VA as its manager under overall ownership of communities may be explored.
- Formation and strengthening of new Farmer Producer Organisations/federations for taking a lead role in providing end-to-end services, including capacity building.
- Promotion of 'Agri-Service Centre' with multiple products (NPM materials, expert services, vegetable nursery, tools on hire, etc.) and services has been proven to be a very effective revenue model.
- There should be a regular and strong system of monitoring and documentation of the project activities.

CHAPTER-4

NATIONAL RURAL LIVELIHOODS MISSION - RESOURCE CELL

4.1 Introduction

National Rural Livelihoods Mission (NRLM) has evolved with a “Livelihood Approach” in 2011 from the earlier “Thrift and Credit Approach” approach of SGSY. The main aim of NRLM is to create efficient and effective institutional platforms for the rural poor to increase household income through sustainable livelihood enhancements and to improve access to financial and selected public services. To achieve this, NRLM has created a dedicated and sensitive support structure from the national to the sub-block level to facilitate the building of good quality institutions for the poor.

The key features of NRLM are:

- Universal social mobilisation and social inclusion of the poor
- Financial Inclusion
- Community funds as resources in perpetuity
- Livelihoods promotion
- Rural self-employment training institutes (RSETIs)
- Convergence, partnerships, and linkages

4.1.1 NRLM-RC as Resource Support Cell of NRLM

The National Rural Livelihoods Mission - Resource Cell (NRLM-RC), Hyderabad, was established in 2013, and NRLM-RC, Guwahati, was established in 2015, under the grant support of NRLM. The main objectives of NRLM-RC are:

- To strengthen implementation of DAY-NRLM through capacity building of SRLMs by arranging implementation support from NRLM Resource Cell, and

- To facilitate the continuous flow of trained national, state, district, and field resource professionals from the NRLM Resource Cell to all the SRLMs and MoRD as required.

4.1.2 Key Responsibilities of NRLM RC

In addition to meeting capacity building requirements of SRLMs, i.e. by supporting SRLM training programmes in the states, and deputing NRPs, NRLM RC also supports NMMU in developing new training modules and materials, conducting monitoring and evaluation research studies, developing digital tools and financial applications and developing best practices and case study material. The key responsibilities of NRLM-RC are as follows:

- Conducting Induction training programmes for newly recruited staff of SRLMs
- Support SRLMs in conducting thematic area-wise training programmes
- Support NRLM in the development of training modules and training materials
- Development and effective utilisation of NRP and NCRP pool
- Support NRETP states in the development of integrated farming clusters and value chain clusters
- Support SRLMs in financial inclusion, SHG bank linkage and digital finance
- Support NRLM in the documentation of best practices and case studies.

The Cumulative Progress of NRLM-RC from inception to March 2023 is presented in **Figure 4.1**.

Cumulative Progress of the Resource Cell (June 2013-March 2023)



Figure 4.1: Cumulative Progress of NRLM-RC

4.2 Achievements of NRLM-RC in 2022-23

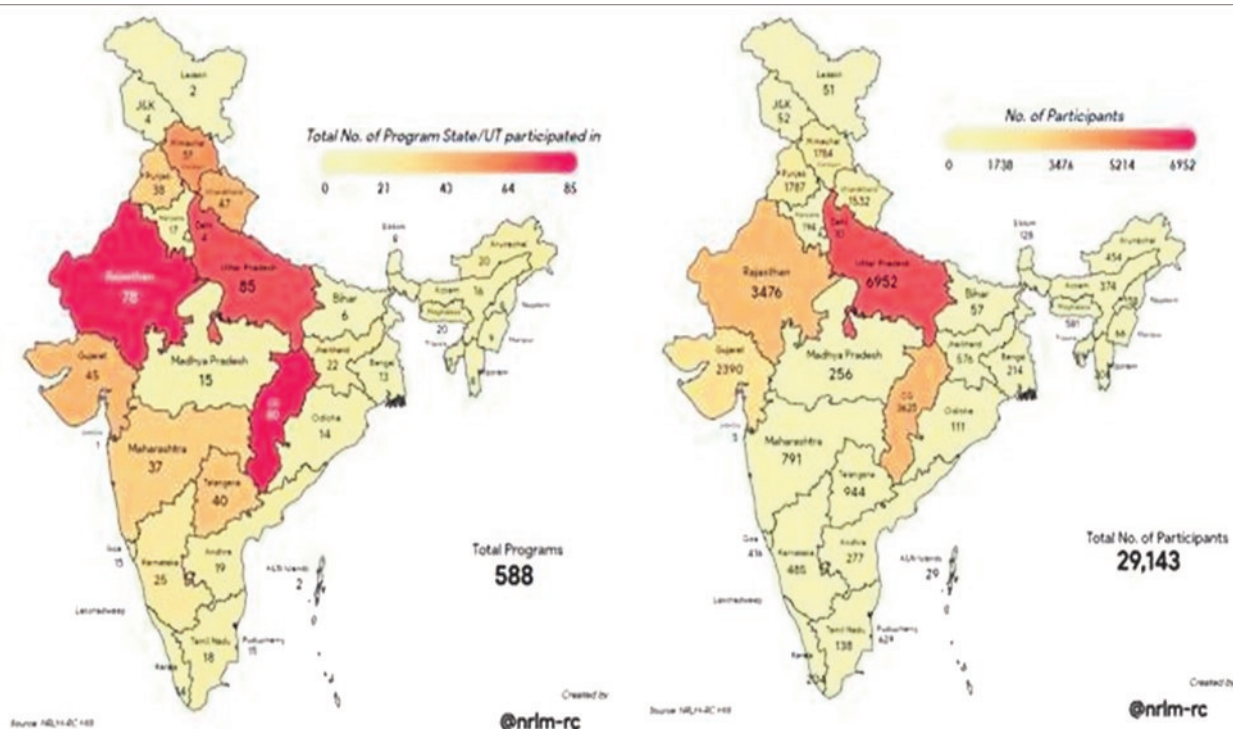
In 2022-23, NRLM Resource Cell has successfully organised 589 programmes, surpassing the previous year's count of 454. This indicates the resource cell's commitment to expanding its reach and impact. On average, NRLM RC organised two programmes per working day, demonstrating its dedication to delivering training and capacity-building initiatives.

A total of 29,143 participants were trained by NRLM

Resource Cell throughout the year. On average, the team of NRLM RC handled 100 participants from various regions in India every working day, indicating the resource cell's dedication to rural development. Throughout the year, NRLM RC conducted one programme per week on the National Institute of Rural Development and Panchayati Raj (NIRDPR) campus. This initiative provided participants with in-depth training and exposure to best practices in rural livelihood development.

Table 4.1: Theme-wise details of Programmes and Participants of Programme conducted by NRLM RC for the year 2022-23

S. No.	Theme	No. of Programmes			No. of Participants		
		Hyderabad	Guwahati	Total	Hyderabad	Guwahati	Total
1	IBCB	72	15	87	2699	407	3106
2	SISD, FNHW & Gender	102	4	106	3927	119	4046
3	Financial Inclusion	254	15	269	16737	618	17355
4	MIS	14	68	82	766	2662	3428
5	Farm Livelihoods	24	11	35	228	303	531
6	Non-Farm Livelihoods	9	0	9	677	0	677
Total		475	113	588	25031	4109	29143



The details of the state-wise training conducted by NRLM-RC are presented in **Table 4.2**.

Table 4.2: Details of State-wise trainings conducted by NRLM-RC during 2022-23

S. No.	State/UT	Total No. of Programmes	Total No. of Participants
1	Andhra Pradesh	19	277
2	Arunachal Pradesh	20	454
3	Assam	16	374
4	Bihar	6	57
5	Chhattisgarh	80	3625
6	Goa	15	416
7	Gujarat	45	2390
8	Haryana	17	194
9	Himachal Pradesh	57	1784
10	Jharkhand	22	576
11	Karnataka	25	485
12	Kerala	14	204
13	Madhya Pradesh	15	256
14	Maharashtra	37	791
15	Manipur	9	66
16	Meghalaya	20	581
17	Mizoram	8	208
18	Nagaland	8	158

Contd...

S. No.	State/UT	Total No. of Programmes	Total No. of Participants
19	Odisha	14	111
20	Punjab	38	1787
21	Rajasthan	78	3476
22	Sikkim	8	128
23	Tamil Nadu	18	138
24	Telangana	40	944
25	Tripura	15	189
26	Uttar Pradesh	85	6952
27	Uttarakhand	47	1532
28	West Bengal	13	214
29	Andaman and Nicobar Islands (UT)	2	29
30	Chandigarh (UT)	0	0
31	Dadra & Nagar Haveli and Daman & Diu (UT)	1	5
32	Delhi (UT)	4	10
33	Jammu and Kashmir (UT)	4	52
34	Lakshadweep (UT)	0	0
35	Puducherry (UT)	15	629
36	Ladakh (UT)	2	51

The details of the important theme-wise DAY-NRLM RC during 2022-23 are presented in **Table 4.3.**

Table 4.3: Details of the Theme-wise programmes conducted during 2022-23					
Theme	Training Title	Type of Programme	No. of Programmes	No. of States Covered	No. of Participants
IBCB	Induction training programmes for newly recruited staff of SRLMs	In Campus	10	3	310
		Off-Campus	7	1	228
		Total	17	4	538
	Training on MCLF – Visioning, Business Development, HR, Governance and AAP	In Campus	9	6	379
		Off-Campus	29	6	1305
		Total	38	11	1684
	CBO Books & Records and Audit Training	In Campus	1	6	31
		Off-Campus	5	3	157
		Total	6	9	188
	Training on Community Managed Training Centers (CMTC)	In Campus	7	12	212
		Off-Campus	0	0	0
		Total	7	12	212
	Training on Standard Operating Procedures of Federations	In Campus	4	1	142
		Off-Campus	10	2	371
		Total	14	3	513
Social Inclusion and Social Development Approach	Training on Mainstreaming Social Inclusion intervention under DAY-NRLM	In Campus	2	15	101
		Off-Campus	6	4	215
		Total	8	19	316

Contd...

Theme	Training Title	Type of Programme	No. of Programmes	No. of States Covered	No. of Participants
Social Inclusion and Social Development Approach	Training on Mainstreaming Gender concepts and Integrating Gender interventions	In Campus	4	19	121
		Off-Campus	76	17	2611
		Total	80	22	2732
	Training on Mainstreaming FNHW concepts and integrating FNHW interventions	In Campus	2	15	72
		Off-Campus	15	4	573
		Total	17	17	645
Financial Inclusion	Orientation of Bank officials on SHG-BANK Linkage	In Campus	0	0	0
		Off-Campus	231	12	16663
		Total	231	12	16663
	Training of FI cadres	In Campus	4	5	112
		Off-Campus	15	2	694
		Total	19	7	806
	Training in Digital Finance	In Campus	2	15	44
		Off-Campus	0	0	0
		Total	2	15	44
	Training in Enterprise Finance	In Campus	3	All States	73
		Off-Campus	0	0	0
		Total	3		73
Farm Livelihoods	Induction and Orientation on Farm Livelihoods	In Campus	2	11	43
		Off-Campus	2	1	53
		Total	4	12	96
	State Resource Persons Training and Selection	In Campus	1	1	54
		Off-Campus	13	8	461
		Total	14	9	515
	Agri Ecological Practices and Agri Nutri Gardens	In Campus	4	14	63
		Off-Campus	1	1	53
		Total	5	15	116
	Producer Groups and Producer Enterprises	In Campus	3	16	70
		Off-Campus	3	2	107
		Total	6	17	177
	Value Chains and Sub Sectors	In Campus	2	7	38
		Off-Campus	3	2	62
		Total	5	9	100
Non-Farm Livelihoods	Advanced (Level I) ToT on Enterprise Development and Business Development Plan	In Campus	1	10	21
		Off-Campus	0	0	0
		Total	1	-	21
	ToT on Value Chain and Business Development Plan	In Campus	1	7	17
		Off-Campus	1	1	35
		Total	2	-	52
	Training to Non-Farm CRPs on different schemes under NRLM	In Campus	2	1	84
		Off-Campus	0	0	0
		Total	2	-	84
	TOT on Accounting and Financial Management under Non-Farm Livelihoods	In Campus	1	10	27
		Off-Campus	0	0	0
		Total	1	-	27
MIS	Training on MIS	In Campus	7	18	161
		Off-Campus	75	15	3178
		Total	82	22	3339

The details of the State-wise and theme-wise number of programmes conducted by NRLMRC Hyderabad & Guwahati and the details of the state-wise participants who attended the programmes of NRLM-RC for the year 2022-23 are placed in the **Annexure IX** and **Annexure X**, respectively.

A brief description of the theme-wise programmes conducted by NRLM-RC is presented in the following paragraphs:

4.2.1 Institution Building & Capacity Building (IBCB)

4.2.1.1 Induction training programmes for newly recruited staff of SRLMs

Induction training programmes are the key components of the staff capacity-building framework under DAY-NRLM. The capacity building of mission staff plays a critical role in enhancing the staff's understanding of the core principles and philosophy of NRLM. These ToT programmes for the staff vary from 5-15 days with a mix of fieldwork and classroom segments. These programmes aim to orient the staff to NRLM philosophy and process. The focus of the induction is on introducing basic concepts (poverty, vulnerability, livelihoods, gender, institution-building intervention, financial inclusion, livelihood, etc.) and skills (visioning, planning, training, leadership, management, etc.) to help the staff contribute meaningfully to NRLM implementation.

4.2.1.2 Training on MCLF – Visioning, Business Development, HR, Governance and AAP

As a part of the institution-building and capacity-building component, the major thrust has been given to strengthening higher level SHG federations through the 'Development of Model CLF strategy.' The model CLF strategy is being implemented in a phased manner, and all NRETP & NRLM blocks are covered under this strategy. The primary objective of the development of Model Cluster level Federation is to demonstrate and develop the proof of concept on promotion and strengthening of member-owned, member-managed, member-controlled and financially sustainable community institutions for replication of the concept in

the remaining blocks and districts of the SRLMs. SRLM staff, cadre and NRPs were trained on the MCLFs-Vision Building and business development plans to facilitate the visioning process and business development plans for community institutions. These training programmes helped the SRLM officials and CBO office-bearers develop clarity on various activities under CLF, specifically vision building, functioning, management, business development plan, human resource management, and annual action plan preparations.

4.2.1.3 CBO Books & Records and Audit Training

As a process of strengthening CBOs for long-term sustainability, it is mandated that strong financial management systems at SHG, VO, and CLF levels be developed. To ensure a strong bookkeeping system, transparency and accountability at all levels, NRLM RC conducted training on CBO Books of Records, CBO audit and financial management concepts. The training covered the what, why, and how parts of the books of records of SHGs, VO, and CLFs. The audit training covered all portions of the audit, including the types of books to be audited, how to audit, and the importance of auditing.

4.2.1.4 Training on Community Managed Training Centers (CMTc)

NRLM RC, as a part of replicating the best practices of Model CLFs catering to the capacity-building needs of CBOs and creating revenue-generating sources of CLFs, has promoted 150 CMTcs (Community Managed Training Centres). These CMTcs have been provided with infrastructure funds of Rs. 8.5 lakh/CMTc in 13 NRETP states across the country. To make the CMTc profitable and self-sustainable, it was proposed to build the capacities of NRETP model CLF on the 'preparation of Business Development Plan (BDP)' training calendar and CMTc Community operational Manual in three phases through a cascading approach. As a part of the Phase 1 approach, all NRETP-SPM IBCB, model CLF BPMs and Model CLF Managers were trained at NIRDPR for three days with support from NMMU at NIRDPR Hyderabad.

4.2.1.5 Training on Standard Operating Procedures of Federations

The Primary Level Federations (PLFs) and Secondary Level Federations (SLFs) together focus on addressing the issues of developing appropriate systems and policies to enhance transparency and accountability. There is an increasing need to educate federation representatives on the Standard Operating Procedures of the federations and their potential to sustain these CBOs. In this context, NRLM RC conducted training on SOP to build the capacities of the federation's staff and cadres to enhance the quality and sustainability of the federation.

4.2.2 Social Inclusion and Social Development Approach

The DAY-NRLM has evolved protocols, policies, and strategies for social inclusion and social development to reach out to poor households and vulnerable sections of the community. DAY-NRLM believes that mainstreaming social inclusion and social development should feature in its framework, systems, institutions and processes to achieve sustainable social, economic and political goals that have a direct/indirect impact on the quality-of-life indicators of the community. The larger objective of the NRLM is to work towards holistic empowerment of women, underlining the principles of identity and self-confidence, solidarity, equity, equality, decision-making, access to rights and entitlements, access and control over resources and assets, and social, economic and political empowerment. SISD interventions have been undertaken through capacity building of SRLM staff and cadre through institutions for the poor.

4.2.2.1 Training on Mainstreaming Social Inclusion intervention under DAY-NRLM

To roll out the SISD activities effectively up to the village level and to cater to the capacity-building needs of the SRLMs staff, cadre and other stakeholders, NRLM RC conducted different capacity-building/training programmes.

4.2.2.2 Training on Mainstreaming Gender Concepts and Integrating Gender Interventions Integration of gender components in implementing

DAY-NRLM has become the most critical agenda

under the SISD domain. Integration of gender interventions has been undertaken through capacity building of SRLM staff and cadre through institutional mechanisms like Gender Point Person at Self-Help group level, Social Action Committees at Village organisation, Cluster level federations, and Gender Forum at panchayat/block level, including all elected representatives and frontline workers of other departments. Gender Justice Centre and Gender Resource Centre are being developed to access entitlements and rights for the marginalised communities, intervene in gender-based violence to the mainstream, and integrate it into the DAY-NRLM implementation process.

4.2.2.3 Training on Mainstreaming FNHW concepts and integrating FNHW interventions

DAY NRLM recognises improved food security and health with nutrition as essential to economic development and reducing poverty. Mainstreaming of Food, Nutrition, Health and WASH interventions is necessary to address some of the underlying causes of perpetuating poverty and remain a vital component.

4.2.3 Financial Inclusion Initiatives

4.2.3.1 Orientation of Bank officials on SHG-BANK Linkage

SHG bank linkage is critical for the progress of the SHG members in meeting their credit needs. Training programmes were undertaken for field-level functionaries and bank officials, as well as sensitisation to promote SHG bank linkage. NRLM RC, with the support of NRPs and NRLM RC staff, has conducted a bankers' orientation programme on NRLM at the state and district levels in various states.

4.2.3.2 Training of FI cadres

As a part of FI cadres' capacity building, NRLM RC has organised training for community cadres, i.e. Bank Sakhi, Banking Correspondents and CRPs, mainly in Uttarakhand and Punjab. NRLM RC also organised an orientation on Dual Authentication Activation (DAA) for Bank Manager/NRETP staff/BC Sakhi in seven batches in Himachal Pradesh and Madhya Pradesh covering 123 BC Sakhi, Bank Manager and SRLM staff.

4.2.3.3 Training in Digital Finance

The objective of training on digital finance is to capacitate the activation of Dual Authentication in SHG accounts for channelising the SHG cash transactions through digital mode & increase the usage of digital banking by offering digital payments platforms (UPI, AEPS) to rural people at their doorstep by deployment of BC Sakhi (Banking correspondent). NRLM RC has organised a ToT on Digital Finance for all states at NIRDPR.

4.2.3.4 Training on Enterprise Finance

Under Enterprise Finance, DAY NRLM RC has organised ToT on Enterprise Finance for all states. The objective is to promote women-led rural enterprises by enhancing knowledge of enterprise finance schemes implemented by different central/state ministries, institutions, and banks for the SHG women, and to develop skill sets to benefit from enterprise finance schemes.

4.2.4 Farm Livelihoods

NRLM RC has been conducting training programmes for staff and cadres on agroecological practices, agri-nutri gardens, sustainable agriculture, livestock, value chains, organic farming and Farmer Producer Groups (FPGs) during FY 2022-23. It also conducted training programmes on sub-sectors of honey and fishery during 2022-23. In total, 866 SRLM functionaries were trained in 30 training programmes under farm livelihoods during 2022-23.

4.2.4.1 Induction and Orientation on Farm Livelihoods

SRLMs have been recruiting state and district level cadres to implement DAY-NRLM's farm livelihood initiatives effectively. NRLM RC has conducted training on induction cum orientation to the newly recruited staff of multiple states, and participants were acquainted with farm livelihoods interventions of DAY-NRLM.

4.2.4.2 State Resource Persons Training and Selection

State Resource Persons are a key grassroots cadre and are crucial for planning, implementing, monitoring, and documenting the activities of DAY-NRLM. SRLMs are building these human resources to handhold support at the doorstep level of SHG households. NRLM RC

conducted training programmes for nine states, and 515 community cadres were trained on agroecological practices, sustainable agriculture, livestock, and producer groups. These cadres have been graded and enrolled in the MKSP portal with the support of NRLM RC as State Resource Persons.



4.2.4.3 Agri Ecological Practices and Agri Nutri Gardens

Agri-ecological practices and agri-nutri gardens are critical interventions that focus on enhancing women farmers' skills, knowledge, and self-confidence in promoting sustainable farm livelihoods so that household income, food, and nutritional security are increased. NRLM RC conducted four on-campus training programmes on AEP and ANG, and introduced new sessions on 'uncultivated crops, forgotten foods and traditional recipes' in the training programmes. Therefore, participants were familiarised with traditional food systems, which have a vital role in environmental and social development.

4.2.4.4 Producer Groups and Producer Enterprises

Producer groups and producer enterprises support SHG households in accessing the market and finance, diversifying income opportunities, and enhancing bargaining power through collective efforts. Governance, management and business operations are the most focal areas to promote sustainable women collectives. NRLM RC conducted five training programmes, covering topics related to governance, management, value chain development, business plan preparation, and legal compliance. A total of 136 participants attended these training programmes, and it improved their knowledge of producer groups and producer enterprises.

4.2.4.5 Value Chains and Sub Sectors

Diversification of livelihood opportunities is one of the strategies for coping with risk and uncertainties in farm-based activities. DAY-NRLM has been promoting sub-sectors under farm livelihoods to increase income opportunities from parallel livelihoods. Organic farming, millet, bamboo, honey, fishery, and NTFP are focus areas of NRLM, as well as implementing value chain interventions through a cluster-based approach. NRLM RC has conducted five training programmes on honey, organic farming, and fishery enterprise, and participants were oriented on the value chain interventions of these sub-sectors.

4.2.4.6 Support to Integrated Farming Clusters and NRETP

IFC is the key intervention under NRETP of DAY-NRLM with the objective of diversifying income opportunities through a cluster-based approach, creating assets, accessing markets and financial linkages, building sustainable collectives, and promoting non-farm livelihoods. These interventions help SHG households to have an income source throughout the year.

NRLM RC has supported 18 SRLMs in preparing and appraising proposals under IFC and NRETP. NRLM RC appraised 23 IFC Proposals, eight Value Chain proposals and two Evaluation studies during the year 2023-24. The initiatives and achievements during the year are as follows:

- NRLM RC trained 493 State resource persons (SRPs) from eight states on AEP, sustainable agriculture and livestock, and they are enrolled in the MKSP portal.
- NRLM RC has utilised the technical competencies of CBRTI-Pune, NIPHM and ICAR-CIFT in three technical trainings on beekeeping, promoting microbial bio fertilizers and pesticides in organic farming and post-harvesting interventions in fisheries. In a first-of-its-kind initiative, these technical institutions have collaborated with NRLM RC to conduct training programmes for SHG stakeholders.

- Training on sub-sectors, i.e. honey and fishery, was conducted during 2022-23, focusing on value chain interventions and micro enterprises promotion.
- A traditional food system (uncultivated crops and traditional recipes) is the new concept introduced in agri-nutri garden training for sensitisation of indigenous foods. Participants of the training gave feedback that these concepts are essential for promoting agri-nutri gardens in tribal populated areas.



4.2.5 Non-Farm Livelihoods

NRLM RC under Non-Farm Livelihoods has conducted nine training programmes under six training modules for different stakeholders, such as SRLM officials, cadres, and women entrepreneurs. During the FY 2022-23, NRLM RC has conducted the following training programmes:

4.2.5.1 Advanced (Level I) ToT on Enterprise Development and Business Development Plan

The concept of enterprise development lies in investing knowledge and time, attracting investment, building business linkages, and employing more people for an enterprise to compete in the economy. It encompasses the process of improving the enterprise's image and increasing the capital by bringing in more value to the customer. In view of the changing requirements, NRLM RC organised a ToT on Enterprise Development and Business Development Plan for emerging enterprises under NRLM and tried to cater to the needs of SRLMs.

4.2.5.2 ToT on Value Chain and Business Development Plan

NRLM RC organised training on value chain and business development plans to train the trainees on value chain analysis and value chain development plans for different agriculture commodities dealt by FPOs and help them with the technique of preparation of business plans based out of value chain development plans.

4.2.5.3 Training to Non-Farm CRPs on different schemes under NRLM

As a part of the cadre's capacity building, NRLM RC organised training for non-farm CRPs on different schemes under NRLM to acquaint them with different ideas, concepts & classifications of enterprises based on size and investment.

4.2.5.4 ToT on Accounting and Financial Management under Non-Farm Livelihoods

NRLM RC organised a ToT on Accounting and Financial Management as a part of SRLM staff & trainers' capacity building to provide handhold support for emerging SHG entrepreneurs to ensure the success of budding nano or micro enterprises and help to boost their entrepreneurial spirit.

4.2.6 Training on MIS

NRLM RC has supported MoRD as well as SRLMs in rolling out the LokOS Application throughout the nation. NRLM-RC has provided capacity-building support to SRLM Officials and Community e-Bookkeepers, who will be the end-users of the application. During FY 2022-23, the NRLM Resource Cell at NIRDPR & NERC conducted 31 programmes under the MIS up to 28th March 2023.

4.2.6.1 Development of NCRPs under MIS

NRLM-RC identified and empanelled 19 NCRPs from Uttar Pradesh, Uttarakhand, and Haryana (piloting blocks of LokOS Application) to roll out the LokOS Application this FY. The NCRPs were trained thoroughly on the LokOS Application with the help of MoRD, and they are now ready to offer support to the states at the community level. NRLM-RC also empanelled two NRPs in this FY. Their services will be utilised to conduct ToT on both NRLM-MIS and LokOS Applications for the

SRLM Officials as well as Community Master Trainers.

4.2.6.2 Supported in Rollout & field testing of LokOS

NRLM-RC has supported MoRD in testing the prototype of the different segments of the LokOS Application from time to time and helped identify possible bugs. NRLM-RC also assisted in preparing FAQs and user manuals for the LokOS application. NRLM-RC supported MoRD in conducting the regional workshops conducted in Agartala, New Delhi, and Kochi to roll out the LokOS Application.

4.3 Other Key documentation & achievements of NRLM RC in FY 2022-23

4.3.1 Documentation of success story

NRLM and MoRD approved the documentation of successful stories of Self-Help Groups (SHGs) supported by NRLM. The resource cell identified and documented seven audio-visuals (AVs) and eight case studies in the domains of livelihood and enterprises. Some notable case studies include 'Didi-ka-Rasoi' in Bihar, 'Manufacturing of Sanitary Napkins' in Punjab, and 'Process of Dual Authentication by SHGs' in Madhya Pradesh. These best practices and case studies serve as inspiration and learning for future initiatives.

4.3.2 New Empanelment of NRPs

The resource cell empanelled new NRLM Resource Persons (NRPs) in various thematic areas. Of the 1,018 applications received, 326 were shortlisted, and 41 NRPs were selected for empanelment under different grades. This process ensured the availability of expert resources to support NRLM's activities.

4.3.3 Data Management of Programmes Conducted

The resource cell implemented a robust data management system. Feedback on training programmes conducted by State Rural Livelihood Missions (SRLMs) with the support of NRLM Resource Cell and performance feedback of NRPs were collected through Google feedback forms. All the feedback received was uploaded to the Training Management Portal (TMP) of NIRD PR. Additionally, feedback for in-campus training was collected directly through the Training Management Portal.

4.3.4 Improvement in Internal Processes

The resource cell focused on improving internal processes to enhance efficiency and effectiveness. This included entering all training programme data in the STMS and the Training Management Portal (TMP). The Training Quality Improvement Committee (TQIMC) reviewed programme schedules, session plans, and resource materials to ensure high-quality training delivery.

4.3.5 Support to DAY-NRLM, MoRD

- The resource cell supported the rolling out of guidelines and formats for vision-building and business development plans related to Model Cluster Level Federations (MCLFs).
- Appraisal of Value Chain (VC) and Integrated Farming Cluster (IFC) proposals was facilitated.
- The LokOS application was rolled out nationwide with the empanelment of 19 NRLM Community Resource Persons (NCRPs) in the Management Information System (MIS).

4.3.6 Support to SRLMs

- The resource cell provided support to SRLMs in Ladakh for capacity building of 'Active Women' in the state.
- Supported developing a pool of 493 SRPs (State Resource Persons) in eight states, focusing on areas like agri-entrepreneurship promotion (AEP), sustainable agriculture, and livestock.
- Assistance was provided to 18 SRLMs for the preparation of IFC and VC proposals.
- Gender framework institutionalisation through Gender Justice Centres was supported.
- Strategies for gender and Financial Inclusion and Livelihoods (FNHW) at the state level were developed.
- Extensive support was provided for MCLF building, focusing on value chain and Business Development Proposal (BDP) proposals.

- Saturation approach bankers' training was conducted in 12 SRLMs.

- Field support was provided to SRLMs for the activation of the Dual Authentication process (DAA).

4.3.7 Other Key Achievements

- Development of audio-visuals, case studies, and the I-Got module in social inclusion.
- Creation of a Moringa recipe book in Hindi and English.
- Development of a compendium of enterprise finance schemes.
- Expansion of skill-based training programmes, including collaborations for pearl jewellery-making training.
- Initiation of training programmes in new sub-sectors such as fisheries, honey production, agri-nutri gardens, traditional food systems, and microbial production of bio-fertilizers and pesticides.
- Collaboration with other academic centres of NIRDPR.
- Increase in the number of training programmes conducted under farm and non-farm livelihood sectors.
- Development of Standard Operating Procedures (SOPs) for the Dual Authentication process in SHG accounts in partnership with PSU/RRBs banks.
- Field support and establishment of Shaksham financial literacy centres in Chhattisgarh and Bihar.
- Support provided in the FAO project.
- Conducting NRP orientation workshops for newly empanelled and existing resource persons.
- An online consultative workshop was organised to gather training needs from various states for FY 2023-24. Based on the inputs received, the DAY-NRLM RC prepared the annual action plan.

CHAPTER-5

INNOVATIVE SKILLING AND LIVELIHOODS

5.1 Status of SGSY (SP) Projects

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 the incomes of the rural poor and to cater to the occupational aspirations of the youth. The placement-linked skill development special projects are aimed at rural youth from the Below Poverty Line (BPL) families who want to acquire skills to get wage employment in the organised sector. Since 2007, the Ministry has entrusted 87 SGSY (SP) projects to NIRDPR as the coordinating and monitoring agency. Out of 87 projects, 23 have been formally closed. The Ministry and NIRDPR have been making efforts to close the 64 pending projects in an orderly manner. One of the important learnings from implementing SGSY special projects, inter alia, was the inadequacy or lack of clear operational protocols. 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 in 2014.

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

The DDU-GKY is a placement-linked skill development programme for the country's underprivileged rural youth. The programme is being implemented in project mode through a public-private partnership by the Ministry of Rural Development (MoRD) and the Government of India, as well as partnering with state governments and project-implementing agencies (PIAs). DDU-GKY believes in providing training to equip rural youth for a decent job in the country or abroad with 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 monitors the project progress across 18 states and two Union Territories in the country, under the banner of Roshni (in the Left-Wing Extremism affected districts), Himayat (in Jammu and Kashmir) and as DDU-GKY in the rest of the country. NIRDPR conducts various activities as a CTSA, which include monitoring and evaluation, training and capacity building, and developing and maintaining robust MIS. Further, NIRDPR is also an appraisal agency for DDU-GKY projects.

In the role of CTSA, NIRDPR is primarily responsible for the following activities:

- Conduct at least three inspections of each active training centre in a year as envisaged in guidelines and SOPs
- Conduct financial and physical placement verifications as envisaged in the Guidelines and SOPs
- Project performance reviews with states/MoRD
- Training and capacity building of various stakeholders
- Collecting required data/information from SRLM/SDM on behalf of MoRD
- Highlighting areas of good performance/non-performance by PIAs in respective states and identifying areas of improvement
- Attending Reviews and other meetings such as CxO, job fairs, etc.
- Assist MIS team in developing ERP modules (Kaushal Bharat)
- Implementation and handholding of ERP (Kaushal Bharat) to all stakeholders across the country

In addition, NIRDPR supports MoRD & states in:

- a. Revision of SOPs & Guidelines
- b. Resolving issues in Kaushal Bharat
- c. Complaints/grievances redressal
- d. Handholding and mentoring of states in the DDU-GKY programme implementation
- e. Participate in and carry out impact research projects
- f. Monthly performance letters to states indicating the progress of the overall programme in the state.
3. Physical Placement Verifications -1629
4. Diagnostic Study of DDUGKY in Andaman and Nicobar Island.
5. Feasibility study of DDU-GKY in Dadra and Nagar Haveli
6. Monthly Projects Performance Report- 51 Dashboard letters
7. Assisting States in setting up MSC (Migration Support Centre) – 2 MSCs in 2 states
8. Other activities

A snapshot of the team's achievement during the year 2022-23 in some of these areas is presented in the following section under the following heads:

1. States'/PIA's Performance Review Participated/ Conducted – 137
2. Inspections of Training Centers done – 1693

Further details of the activities of DDU-GKY Cell at NIRDPR are described in the following sections.

5.2.1 Participation in Performance Reviews of PIAs

The DDUGKY Cell of NIRDPR participated in 137 performance reviews of PIA done by MoRD and state governments during the FY 2022-23 as per the details mentioned below (**Table 5.1**):

Table 5.1: State-wise Performance Review Meetings of PIA Conducted/Attended during FY 2022-23

S. No.	Name of the State	No. of PIAs Performance Review Meetings Conducted/ Attended
1	Andaman & Nicobar Islands	1
2	Andhra Pradesh	19
3	Assam	1
4	Bihar	16
5	Gujarat	8
6	Haryana	6
7	Jharkhand	6
8	Jammu & Kashmir	6
9	Karnataka	14
10	Kerala	4
11	Meghalaya	3
12	Manipur	2
13	Puducherry	1
14	Punjab	6
15	Rajasthan	6
16	Sikkim	3
17	Tamil Nadu	24
18	Telangana	0
19	Tripura	7
20	West Bengal	4
	Total	137

Source: Project Records.

5.2.2 Inspection of Training Centres

The DDUGKY Cell of NIRDPR conducted detailed and surprise inspections of the training centres. At the

rate of three visits in a year per training centre, a total of 1693 training centre visits were made out of a total of 1748 training centre visits (97%) that are due in FY 2022-2023 (Table 5.2).

Table 5.2: State-wise Number of Detailed and Surprise Inspections conducted by CTSA to the Training Centres during FY 2022-23			
Name of the State	Due	Done	%
Andaman Nicobar Islands	6	4	67
Andhra Pradesh	296	285	96
Assam	147	141	96
Bihar	125	123	98
Gujarat	27	24	89
Haryana	54	51	94
Jammu & Kashmir	105	105	100
Jharkhand	114	114	100
Karnataka	57	53	93
Kerala	144	144	100
Meghalaya	33	27	82
Manipur	16	15	94
Punjab	93	90	97
Puducherry	14	11	79
Rajasthan	91	89	98
Sikkim	21	21	100
Tamil Nadu	223	215	96
Telangana	75	75	100
Tripura	26	25	96
West Bengal	81	75	93
Total	1748	1693	97

Source: Project Records.

While 100 per cent of training centre inspections due were conducted in five States/UT, DDUGKY Cell conducted 90 to 100% of due training centre inspections in 11 States/UT, and less than 90% of due training centre inspections were performed in four States/UT. The training centre inspections that are due but could not be conducted that month are taken up in the subsequent month.

5.2.3 Physical Placement Verification

The DDUGKY Cell of NIRDPR conducts, on a sample basis, physical verification of placement of candidates. During FY 2022-23, a total of 1629 samples were allotted to DDUGKY Cell for verification, and all of them were physically verified (Table 5.3).

Out of the 1629 placed candidates verified by the DDUGKY Cell, 18.6% were from Tamil Nadu, 18.5% were

from Punjab, 12.5% were from Bihar, and 9% were from Assam and all the other remaining States/UT comprised 41.4%.

5.2.4 Research and Development

The DDUGKY Cell conducted one diagnostic study on A&N Island and one feasibility study on Dadra and Nagar Haveli.

5.2.4.1 Diagnostic Study of DDU-GKY Implementation in Andaman and Nicobar Islands

DDUGKY Cell has conducted a diagnostic study of the DDUGKY project in the A&N Islands. The study made the following recommendations:

- Skill gaps study:** It was learnt that most students are not interested in migrating to the mainland. During interaction with the employers on the Island,

Table 5.3: Physical Verification by DDUGKY Cell of Placement of Candidates Trained under DDUGKY Project

State	Sample Generated for Physical Verification	Actual Physical Verification of Placements Conducted	% of Physical Placements Verified
A & N Islands	0	0	100%
Andhra Pradesh	0	0	100%
Assam	147	147	100%
Bihar	204	204	100%
Gujarat	56	56	100%
Haryana	60	60	100%
Jammu & Kashmir	0	0	100%
Jharkhand	127	127	100%
Karnataka	42	42	100%
Kerala	107	107	100%
Manipur	25	25	100%
Meghalaya	62	62	100%
Punjab	302	302	100%
Puducherry	18	18	100%
Rajasthan	110	110	100%
Sikkim	07	07	100%
Tamil Nadu	303	303	100%
Telangana	1	1	100%
Tripura	17	17	100%
West Bengal	10	10	100%
NABCONS Samples	16	16	100%
SRLM Samples	15	15	100%
Total	1629	1629	100%

Source: Project Records.

it is understood that employment opportunities are available in the hospitality sector for job roles such as electrician, plumber, and multi-skilled technician. A&N officials need to have a CXO meet with the Andaman Chamber of Commerce and Industry regarding placement opportunities on the island.

- **E-SOP Certification:** The ANIRLM staff may take up orientation with the help of CTSA on all the SOP chapters of DDUGKY and complete the eSOP certification. The ANIRLM should ensure that the PIA staff members are also e-SOP certified. To enable the same, ANIRLM may identify one or more TCs meeting all the prerequisites on the Island to enable the same as an SOP centre. Alternatively, the ANIRLM may choose to make its own office a single SOP exam administering centre for the entire Island. Considering the fact that due diligence and centre

inspections are pending from ANIRLM end to be taken up sometime in the last week of January/first week of February, e-SOP certification of all staff may be initiated via CTSA.

- **Training and Capacity Building Workshops:** Although no exclusive trainings were conducted for the SRLM and PIAs of A&N Islands, participation of SRLM and PIAs have been recorded by NIRDPR in the national level programmes (online) conducted from April - December 2022, including SRLM Induction, Financial Procedures, Project Closure, Kaushal Bharat Inspection Module, Kaushal Bharat Refresher, DD and Inspection, Default Management, Quality Management, Centre Management, Thematic Training on eSOP for PIAs, Orientation on Kaushal Panjee and Kaushal Aapti, Orientation on LMS, and Mobilisation Tools and Techniques. The

total participation of personnel is recorded as 67 (including some staff attending multiple sessions). However, it is recommended that exclusive face-to-face training for PIAs and SRLM be organised on the Island or NIRDPR so as to ensure e-SOP certification and efficiency in the operations.

- **Due Diligence & Inspections of TC:** The ANIRLM staff may take up orientation with the help of CTSA on the timelines and types of inspections to be conducted as per SOP. The due diligence of the training centre is to be completed by the ANIRLM team as per the timelines.
- **Compliances to inspections and Alerts/Notices:** Timely verification of the Q team, ANIRLM inspections, and compliance with all the observations made during such inspections are to be practised. For non-compliance to the above, timely alerts and notices must be issued against the PIAs. The ANIRLM staff members should attend a virtual workshop on the default procedures of DDU-GKY.
- **Concurrent monitoring:** Monthly, quarterly, half-yearly and yearly financial verifications, along with monthly placement verification, should be conducted.
- **Conducting capacity building workshops:** At least one workshop on all the chapters in DDUGKY has to be conducted for both the internal team and the PIAs. The team should visit NIRDPR, Hyderabad, for a one-week workshop on the various modules of DDU- GKY for better understanding.
- **Review meetings with PIA:** Periodic review meetings (online/offline) must be conducted with the PIAs to assess performance and take corrective actions if necessary.
- **Appointment of staff:** Minimum staff, as notified, are to be appointed by the state. Furthermore, the state may try to ensure that the staff are dedicated only to the DDU-GKY.
- **Appointment of TSA/Seeking assistance of CTSA:** There are currently nine projects sanctioned to

various PIAs. ANIRLM may appoint a TSA or explicitly seek the assistance of CTSA until the state has attained complete knowledge transfer.

- **Conducting CXO:** ANIRLM is suggested to conduct a CXO meeting with all the employers on the island after addressing the issues at TC and conducting a skill gap analysis report. This will, in turn, assist in:
 - ♦ Providing visibility about the scheme to employers on the Island and augmenting training and placement opportunities for youth.
 - ♦ Leveraging placement opportunities for DDU-GKY -trained youth in relevant sectors in the states of West Bengal, Kerala, Tamil Nadu, and Andhra Pradesh, where there are prospects for placement in the mainland states.
- **Realignment of trades:** Based on the skill gap study, ANIRLM may decide to revise trades for future batches while considering the current PIA capabilities. PIAs may be encouraged to take up trades such as multi-skilled technicians as the demand for the same is very high on the island.
- **Setting up of Migration Support Centre:** As most candidates have desired to work in cities such as Bangalore and Hyderabad, ANIRLM may consider setting up dedicated MSCs in these cities. This will facilitate the tracking of candidates. The CTSA would facilitate the ANIRLM for setting up the MSC.
- **Branding of DDU-GKY:** The employers on the Island have to be sensitised about the DDU-GKY programme. Hoardings of DDU-GKY are to be placed in the prime areas of the Island under the IEC Component.
- **Placement Verification:** The ANIRLM team should conduct placement verification of the samples as per the SOP.

5.2.4.2 Feasibility study of DDU-GKY in Dadra and Nagar Haveli and Daman and Diu

A quick study was undertaken by the DDU-GKY Resource Cell of NIRDPR on the feasibility of implementing DDU-GKY in Dadra and Nagar Haveli. The study findings are as follows:

- It is observed that though the aspirations are high, migration of the candidates outside DNH would be a challenge. Candidates would be interested in migrating only if they are paid a salary of above Rs.20,000 per month. In the case of local placements, the textile and plastic industries in DNH have potential employment opportunities. However, it will be a challenge for the trained candidates to meet the expectations of the industry.
- Most of the rural population in DNH consists of tribals. This fact needs to be considered when selecting PIAs and trades in textile, plumbing, welding, automotive repair, and basic electrical repair.
- Over 90 per cent of the candidates were unwilling to migrate from DNH. This can largely be attributed to the culture, relatively low cost of living and ready accessibility to employment, which can easily provide wages to meet minimum needs.

5.2.5 Monthly Projects Performance Report

NIRDPR has been publishing a monthly dashboard on project performance in each state it covers as a CTSA. The dashboard shows the strength of the programme implementation in the states regarding major performance indicators like training achievements, placement achieved, instalments released, compliance with DDU-GKY standards, etc. This has helped state governments initiate required and timely actions and measures wherever performance is unsatisfactory.

5.2.6 Assisting States in setting up MSC (Migration Support Centre)

In many cases, DDU-GKY training and placement involves training rural youth and placing them in jobs away from their native districts or states. SRLMs should, therefore, consider opening MSCs in cities where a large number of those trained in their state are working. The MSCs should also be opened within the state to support women from SC/ST communities who migrate for work. This is different from the finishing and work readiness centres that PIAs are required to operate. Here, activities such as alumni support, accommodation assistance,

counselling services, periodic get-togethers and networking events with employers, local newsletters, coordination with local civil and police administration, etc., are to be undertaken. During the FY 2022-23, four MSCs were set up, including one each in Assam, Bihar, Jharkhand and Karnataka out of 20 States/UTs where NIRDPR is CTSA.

5.2.7 Other Activities

5.2.7.1 Strengthening of Human Resources

Human resources play a critical role in the efficient and effective implementation of any programme. Almost all states have augmented their human resources with the State Nodal Agency, i.e. State Rural Livelihood Mission (SRLM), which is responsible for implementing the DDU- GKY programme in the state. The NIRDPR also supported some states/UTs, viz. Andhra Pradesh, Jharkhand, Haryana, J&K, Karnataka, etc., by deputing its resources for the hand-holding of states in the implementation DDU-GKY programme. The M&E team of DDU-GKY at NIRDPR has been helping states perform functions like due diligence, inspections, instalment processing, etc.

5.2.7.2 Customisation of Implementation Procedures

DDU-GKY has a detailed Standard Operating Procedure (SOP) and Guidelines in place for the effective implementation of the programme across the country. Based on its vast experience, the M&E team of DDU-GKY at NIRDPR has been helping states adopt best practices in several areas of programme implementation.

5.2.7.3 Engagement of Technical Support Agencies (TSAs)

DDU-GKY programme has provision for a state to engage the services of a Technical Support Agency to help them in the implementation of the programme in terms of carrying out various critical activities like Due-Diligences, Inspections, Placement Verifications, PIAs Performance Reviews, etc. Most states during the period under report now have TSAs in place. The M&E team of DDU-GKY at NIRDPR has been helping many states in the TSA's selection processes. During the FY 2022-23, NIRDPR supported the SRLMs of Gujarat, Karnataka,

Bihar, Jharkhand, J&K, Haryana, Rajasthan, and West Bengal by providing handholding support to TSAs.

5.2.7.4 Project Performance Monitoring

Many states have developed and put in place systems and processes to ensure that the progress of the projects is monitored regularly to initiate timely course correction. Such actions have resulted in improved project performance. M&E teams of DDU-GKY at NIRDPR have been supporting states in continuous monitoring of the programme.

5.2.8 Training & Development

During the financial year, 139 training programmes

were conducted as CTSA and NRO for MoRD. In total, 6231 participants from 32 states and UTs attended the training. Training was delivered on various chapters and themes of the Standard Operating Procedures of DDU-GKY so as to build the functional knowledge of SRLMs, Technical Support Agencies, Central Technical Support Agencies and Project Implementing Agencies. Training was also imparted to build role-based skills for the Centre Managers, Quality Personnel, MIS personnel, counsellors, mobilisers, trainers, etc., so as to perform their roles in adherence to the spirit of DDU-GKY.

The state-wise participation in the training programme is shown in **Figure 5.1**.

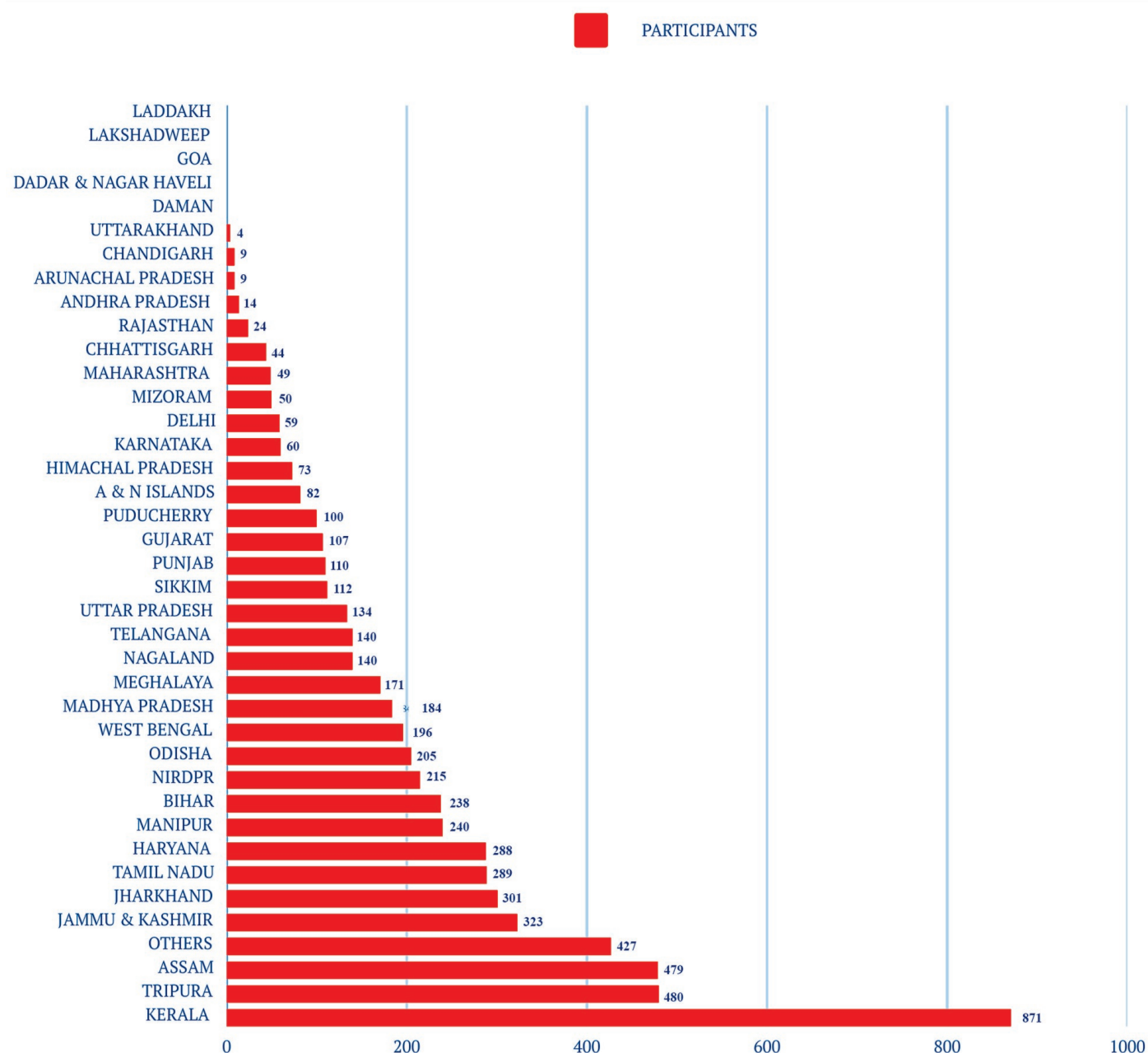


Figure 5.1: State-wise participants in the training programmes



5.2.9. Kaushal Samachar: 12 issues published

Kaushal Samachar began as a humble effort to disseminate information on capacity-building events for DDU-GKY functionaries and best practices of the states. However, as years progressed, we were able to report sights and sounds from training centres, which are the very nerve centre of DDU-GKY, with the proactive support of CTSA officers in the states, SRLM, and training partners. We also started to report inspiring stories of DDU-GKY candidates, which has become a regular feature. During the year, it published 237 success stories of DDU-GKY candidates from various states.

All issues can be accessed through: <http://kaushalsamachar.ddugky.info/?s>

5.3 Rural Self-Employment Training Institutes (RSETI) Project

RSETI project of MoRD, GoI aims to mitigate several socio-economic problems like rural poverty, unemployment problems among rural youth, underemployment of agricultural labourers, and migration of rural populations 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 the Ministry of Rural Development (MoRD) for creating RSETI

infrastructure. NIRDPR is responsible for receiving and processing the Grant-in-Aid request proposals from various banks sponsoring RSETIs, recommending the proposals to MoRD for sanction, conveying the Ministry's sanctions to banks and releasing the funds to sponsor banks for the construction of RSETI buildings. NIRDPR guides the RSETIs in getting undisputed possession of land for building construction, helps the RSETIs' sponsoring banks in resolving various issues related to allotment of the land by district or state authorities and also helps in getting various clearances or approvals for building construction. The RSETI project division guides the sponsor banks in completing the construction of RSETI buildings as per MoRD's guidelines & SOP.

5.3.1 Progress of Achievement as on 31.03.2023

As on 31.03.2023, there are 590 operational RSETIs in the country sponsored by various public and private sector banks. NIRDPR has cumulatively released infrastructure grants to the tune of Rs. 388.30 crore to 498 RSETIs across the country. Construction of RSETI buildings has been completed in 335 districts, while the work is in progress in the remaining districts (**Table 5.4**).

During the financial year 2022-23, thirty RSETIs were constructed. The construction of RSETIs commenced in six districts, viz. Erode and Tirupur in Tamil Nadu; Mahbubnagar and Siddipet in Telangana; Poonch in Jammu & Kashmir; and Bishramganj in Tripura. Two new RSETIs were opened in Titrapattur and Raniganj in Tamil Nadu.

Table 5.4: State-wise RSETI building construction status as on 31.03.2023

S. No.	State Name	Construction Completed	Construction in Progress	Construction yet to start
1	A & N Islands (UT)	0	0	0
2	Andhra Pradesh	7	0	3
3	Arunachal Pradesh	1	1	0
4	Assam	7	3	9
5	Bihar	27	5	6
6	Chhattisgarh	18	0	0
7	Dadra Nagar Haveli (UT)	1	0	0
8	Daman & Diu (UT)	0	0	0
9	Goa	0	0	0
10	Gujarat	21	1	4
11	Haryana	13	0	8
12	Himachal Pradesh	5	2	2
13	UT of Jammu & Kashmir	0	3	1
14	Jharkhand	21	2	1
15	Karnataka	24	0	3
16	Kerala	4	2	5
17	Lakshadweep (UT)	0	0	1
18	Madhya Pradesh	50	0	0
19	Maharashtra	15	4	12
20	Manipur	1	0	0
21	Meghalaya	2	0	2
22	Mizoram	0	0	1
23	Nagaland	1	0	0
24	Odisha	20	2	4
25	Puducherry (UT)	0	0	1
26	Punjab	13	1	4
27	Rajasthan	21	0	7
28	Sikkim	1	0	0
29	Tamil Nadu	4	2	15
30	Telangana	7	2	1
31	Tripura	1	0	3
32	Uttar Pradesh	45	4	19
33	Uttarakhand	4	2	7
34	West Bengal	1	1	6
35	Ladakh (UT)	0	0	1
Total		335	37	126

The data presented in **Table 5.4** indicates that Madhya Pradesh has the highest number of completed RSETIs, followed by Uttar Pradesh and Bihar.

The number of RSETIs sponsored by different

banks varies widely. While some banks like Arunachal Pradesh Rural Bank, 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 nationwide.

The Bank-wise status and progress in RSETI building construction is as follows (**Table 5.5**):

Table 5.5: Bank-wise RSETI building construction status as on 31.03.2023				
S. No.	Bank Name	Construction Completed	Construction in Progress	Construction yet to start
1	Arunachal Pradesh Rural Bank (APRB)	1	0	0
2	Assam Gramin Vikas Bank (AGVB)	1	1	2
3	Bank of Baroda (BOB)-(DNB)- (VYB)*	45	5	10
4	Bank of India (BOI)	33	1	7
5	Bank of Maharashtra (BOM)	1	0	5
6	Canara Bank (CNB)#-(SYB)	18	2	14
7	Central Bank of India (CBI)	35	5	6
8	DCC Bank Bidar (BDC)	1	0	0
9	ICICI Bank	2	0	0
10	IDBI Bank	0	0	1
11	Indian Bank (IB)-(ALB)	15	0	11
12	Indian Overseas Bank (IOB)	0	1	5
13	ING Vysya Bank (IVB) Now, Kotak Mahindra Bank	1	0	0
14	J & K Bank Ltd. (JKB)	0	3	1
15	Meghalaya Cooperative Apex Bank	0	0	0
16	Meghalaya Rural Bank (MRB)	0	0	1
17	Punjab & Sind Bank (PSB)	3	0	0
18	Punjab National Bank (PNB) - (OBC)-(United BI)	32	1	28
19	RUDSETI (7 of col c Directly Funded)	15	0	3
20	State Bank of India (SBI)	101	12	21
21	Tripura Gramin Bank (TGB)	0	0	0
22	UCO Bank (UCO)	15	2	6
23	Union Bank of India (UBI)- (ANB)-(COR)	16	4	5
Total		335	37	126

The data presented in **Table 5.5** indicates that the State Bank of India has the highest number of completed RSETIs, followed by Bank of Baroda and Central Bank of India.

There are 760+ districts in our country today, and it is the desire and endeavour of MoRD and NIRDPR to have at least one state-of-the-art skill training institute in every district, which will enable us to fulfil our government's desire for Atmanirbhar Bharat.

CHAPTER – 6

ACADEMIC PROGRAMMES

The Institute, in its approach to developing a cadre of young rural development management professionals in the country, started academic programmes. The one-year residential Post-Graduate Diploma Programme in Rural Development Management (PGDRDM) was started in 2008 with a capacity of 50 students per batch. In 2018, the Institute introduced a two-year full-time Post Graduate Diploma in 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 in Tribal Development Management (PGD-TDM) in 2012 and a Post Graduate Diploma in Geo-spatial Technology Application in Rural Development (PGD-GARD) in August 2014. The above three programmes are currently approved by AICTE, New Delhi. In 2018, the Institute introduced another diploma programme, 'Panchayati Raj Governance and Rural Development,' in collaboration with the University of Hyderabad.

6.1 Regular Post Graduate Diploma Programmes

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

The 20th batch of one-year PGDRDM commenced in August 2022 with a total enrolment of 31 students. The students were selected through group discussion, followed by a personal interview. These students are from different parts of India, viz. nine from Central India, ten from Southern India, and eight from Eastern India. Five international in-service students sponsored by CIRDAP and AARDO from Fiji, Malawi, Namibia, Sudan and Zambia are pursuing the programme. As of 31st March 2023, the first two trimesters and the third/final trimester will be completed by July 2023.



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

The fifth batch of the PGDM-RM commenced in August 2022 with 20 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, viz. seven from Central India, five from Southern India, and two from Eastern India. As of March 2023, the first two trimesters have been completed, and the remaining four will be completed by June 2024.

The fourth batch of PGDM-RM, which started in August 2021 with 17 students, is currently in progress. Currently, the students are continuing with the last trimester, i.e. project work, which will be concluded by April 2023.

a) Rural Organisational Internship for Residential Programme

An eight-week Rural Organisational Internship was organised for PGDRDM batch-20 and PGDM-RM batch-5 students in February 2023 to sensitise students to the hard-core problems of 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 ICICI Foundation, UPSRLM, Chhattisgarh SRLM, NIRDPR-

DDUGKY, Telangana Social Audit, NIRDPR-NERC, Kudumbashree, SERP Telangana, NDDP, Grant Thornton, Haryana SRLM, MURADA, Rajasthan SRLM, NIRDPR-RTP, RYSS, WHH, NCVET, under Ministry of Skill Development and Entrepreneurship.

b) Campus Placements of Batch-19 PGDRDM Programme

The Institute takes the credit of 100 per cent placement for the students of Batch 19 of the PGDRDM programme, who graduated from the Institute in August 2022. The placements were provided to all 28 students in the following eight organisations: RAJEEVIKA, Karnataka SRLM, Haryana SRLM, ICICI Foundation, and Puducherry DRDA.

c) Campus Placements of PGDM-RM – Batch-3 and PGDM-RM –Batch-4 Programme

The Institute takes the credit of 100 per cent placement for the students of the PGDM-RM Batch-3 programme, who graduated from the Institute in June 2022. The placements were provided to all students in ORMAS, ICICI Foundation, DDUGKY, AICTE, Uttarakhand SRLM and OLM.

The students of PGDM-RM Batch-4 programme graduated from the institute in March 2023. All the students were placed in organisations, including Bharatiya Agro Industries Foundation (BAIF), ICICI Foundation, Madhya Pradesh State Rural Livelihood Mission (MPSRLM), and Odisha Livelihood Mission.

6.2 Distance Education Programmes

6.2.1 Post Graduate Diploma in Sustainable Rural Development (PGDSRD)

The 18-month AICTE-approved PGDSRD Batch-14 programme (distance mode) is in progress with 155 students. The programme commenced in January 2022.

The contact classes and First Semester end examinations were conducted from 6th – 9th June 2022, and the Second Semester was conducted from December 2022. Currently, the students are continuing with 3rd semester project work.

6.2.2 Post Graduate Diploma in Tribal Development Management (PGDTDM)

The 18-month AICTE-approved PGDTDM Batch-11 commenced in January 2022. There are 35 students in this batch. The contact classes and first semester end examinations were conducted from 6th - 9th June 2022, and the second semester contact classes and examinations were conducted from December 2022. Currently, the students are continuing with the third semester project work.

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

The 18-month AICTE-approved PGDGARD Batch-7 that commenced in January 2022 is currently underway. There are 72 students in this batch. The contact classes and first semester end examinations were conducted from 13th -18th June 2022, and the second semester contact classes and examinations were conducted from December 2022. Currently, the students are continuing with the third semester project work.

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

Batch-4 of one one-year DP-PRGRD programme started in January 2022. There were 47 students in this batch. The contact classes and first semester end examinations were conducted from 13th -18th June 2022, and the project work presentations are scheduled on 7th March 2023.

CHAPTER – 7

ADMINISTRATION

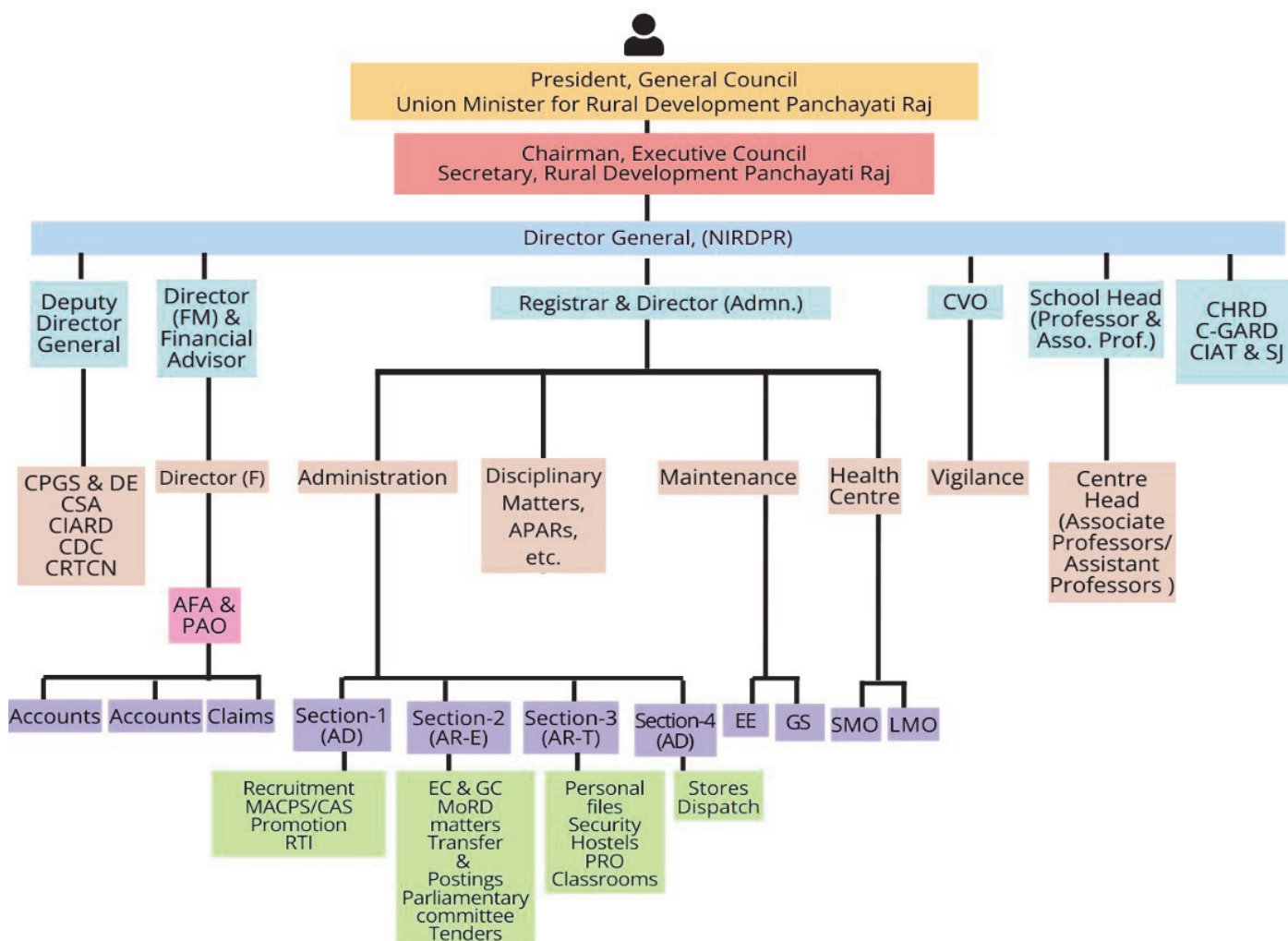
7.1. Administration

The Administration wing of NIRDPR supports and facilitates faculty members in undertaking training, research and consultancy activities of the Institute and all matters related to its day- to-day functioning. The Institute has its General Council, Executive Council and Academic Council to provide guidance on policy, execution and academic matters, respectively.

The Institute's policies and strategies are broadly determined by the General Council. Hon'ble Union Minister for Rural Development is the President of the General Council. The Management and Administration of the Institute is vested in the Executive Council with

the Secretary, Rural Development as its Chairman and the Director General as the Member Secretary.

The Institute is headed by the Director General, an officer of All India Services in the rank of Secretary to the Government of India. The Director General is responsible for the administrative affairs of the Institute and shall exercise powers under the direction and guidance of the Executive Council. The Director General, Deputy Director General, Director (Financial Management) & Financial Advisor, and Registrar & Director (Admn.) are supported by Assistant Registrars (Establishment & Training), Assistant Financial Advisor & Pay and Accounts Officer, Assistant Directors, etc. The Organisational setup is depicted in the following Chart.



General Council

The General Council is presided by the Honorable Union Minister for Rural Development, Government of India. It is responsible for observing the provisions of the Memorandum of Association, rules and instructions of the Government of India in the Department, exercising general control and issuing directions for efficient management and administration of the affairs of the Institute, nominating members of the Executive Council, etc. The constitution of the General Council for the year 2022-23 as on 31st March 2023 is at **Annexure XI**.

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 the Executive Council, subject to general control exercised and directions issued by the General Council. The constitution of the Executive Council for the year 2022- 23 as on 31st March 2023 is at **Annexure XII**.

Academic Council

Academic Council deals with matters relating to research and training, including the finalisation of the annual calendar for training programmes and the Institute's research programmes. The composition of the Academic Council is given in **Annexure XIII**.

Functional Centres of NIRDPR

In order to meet the growing challenges of capacity building for rural development, the Institute has seven (7) schools with 18 centres catering to different thematic areas of holistic rural development. In addition, the Institute also has three Professional Support Centres, i.e. Centre for Development Documentation & Communication for handling documentation and publication matters; Centre for Information & Communication Technology for offering IT solutions and maintaining IT infrastructure; and Centre for Research & Training Coordination and Networking, which is responsible for coordinating research and training activities, partnering and networking with various State-level institutions.

Table 7.1: Schools and Centres of NIRDPR

S. No.	Schools	Centres within the School
1.	Development Studies & Social Justice	Centre for Human Resource Development (CHRD) Centre for Gender Studies and Development (CGSD) Centre for Equity & Social Development (CESD) Centre for Agrarian Studies (CAS) Centre for PG Studies and Distance Education (CPGS&DE)
2.	Rural Livelihoods and Infrastructure	Centre for Wage Employment and Livelihoods (CWE&L) Centre for Rural Infrastructure (CRI) Centre for Entrepreneurship Development and Financial Inclusion (CED&FI)
3.	Sustainable Development	Centre for Natural Resource Management, Climate Change and Disaster Mitigation (CNRM, CC&DM)
4.	Public Policy and Good Governance	Centre for Planning, Monitoring and Evaluation (CPME) Centre for CSR, Public Private Partnership and People's Action (CC, PPP & PA) Centre for Good Governance & Policy Analysis (CGG&PA) Centre for Rural Marketing and Promotion of Rural Products, Enterprise and Development (CRMPRPED)
5.	Local Governance	Centre for Panchayati Raj, Decentralised Planning and Social Service Delivery (CPRDP&SSD)
6.	Science, Technology and Knowledge Systems	Centre for Geo-informatics Applications in Rural Development (CGARD) Centre for Innovations and Appropriate Technologies for Skills and Jobs (CIAT&SJ)
7.	Accountability and Transparency (A&T)	Centre for Social Audit (CSA) Centre for Internal Audit in Rural Development (CIARD)
	Professional Support Centres	Centre for Development Documentation & Communication (CDC) Centre for Information & Communication Technology (CICT) Centre for Research & Training Coordination and Networking (CRTCEN)

General Administration

The Director General, the Chief 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 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.

Statutory Meetings

The following are the statutory meetings held during the year 2022-23:

Meeting	Date	Venue
134 nd Executive Council	22.04.2022	Through Video Conferencing
135 rd Executive Council	23.08.2022	Through Video Conferencing
136 th Executive Council	09.01.2023	Through Hybrid
65 th General Council	22.11.2022	Through Hybrid

Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013

In accordance with Section 4(1) of the Sexual Harassment of Women at Work Place (Prevention, Prohibition and Redressal) Act 2013, an Internal Complaints Committee (ICC) was constituted in the Institute, which is headed by a senior female faculty member. During the period, no complaint of sexual harassment was received.

Implementation of the 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. The NIRDPR website offers the details of mandatory disclosures as provided under the RTI Act, 2005. The

Institute has a designated Appellate Authority, a Public Information Officer, an Assistant Public Information Officer, and a Transparency Officer to provide information sought by the RTI applicants. Their names are also displayed on the NIRDPR website. The Institute also has a separate Appellate Authority and Public Information Officer for its North-Eastern Regional Centre (NERC) in Guwahati and NIRDPR Delhi Branch. During 2022-23, 604 RTI applications and 14 appeals on various issues were received and disposed of, as per the procedure. The RTI applications mainly pertain to projects, educational programmes, service matters, court matters, recruitment, publications and appeals, etc.

Staff Details

The total strength of academic and non-academic staff is given in **Table 7.2**.

Table 7.2: Human Resources of Academic and Non-Academic Staff

I. ACADEMIC POST

Category	SC	ST	OBC	Others	Total	Ex-Servicemen	Women out of Total Strength
Group-A	6	2	14	25	47	-	14
Group-B	1	-	-	1	2	-	-
Total	7	2	14	26	49	-	14

II. NON-ACADEMIC POSTS

Category	SC	ST	OBC	Others	Total	Ex-Servicemen	Women out of col.6
Group-A	4	1	-	8	13	-	3
Group-B	11	4	10	19	44	-	15
Group-C	9	4	27	43	83	3	18
Group-C (Re- Classified)	28	5	13	23	69	1	12
Total	52	14	50	93	209	4	48
Grand total					258		

A large number of Group C & Re-classified Group-C employees were given benefits like sanctioning loans for higher studies/ marriage of their children at very low interest rates from the benevolent fund of the Institute. As an endeavour to support poor women, the canteen management of the Institute is entrusted to a self-help group.

During the period from April 2022 to March 2023, the Director (Finance) and Section Officer were appointed on deputation. The Institute, from time to time, also recruits temporary staff for various projects.

Important events organised by the Institute in 2022-23



The Institute celebrates Independence Day and Republic Day every year. Several activities, such as March Past and cultural programmes and games, were 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 the birth anniversary of Mahatma Gandhi, Dr B.R. Ambedkar, etc., are also celebrated by NIRDPR employees along with their family members. Gandhi Jayanti was observed in the Institute on 2nd October 2023.

7.2 Documentation and Communication

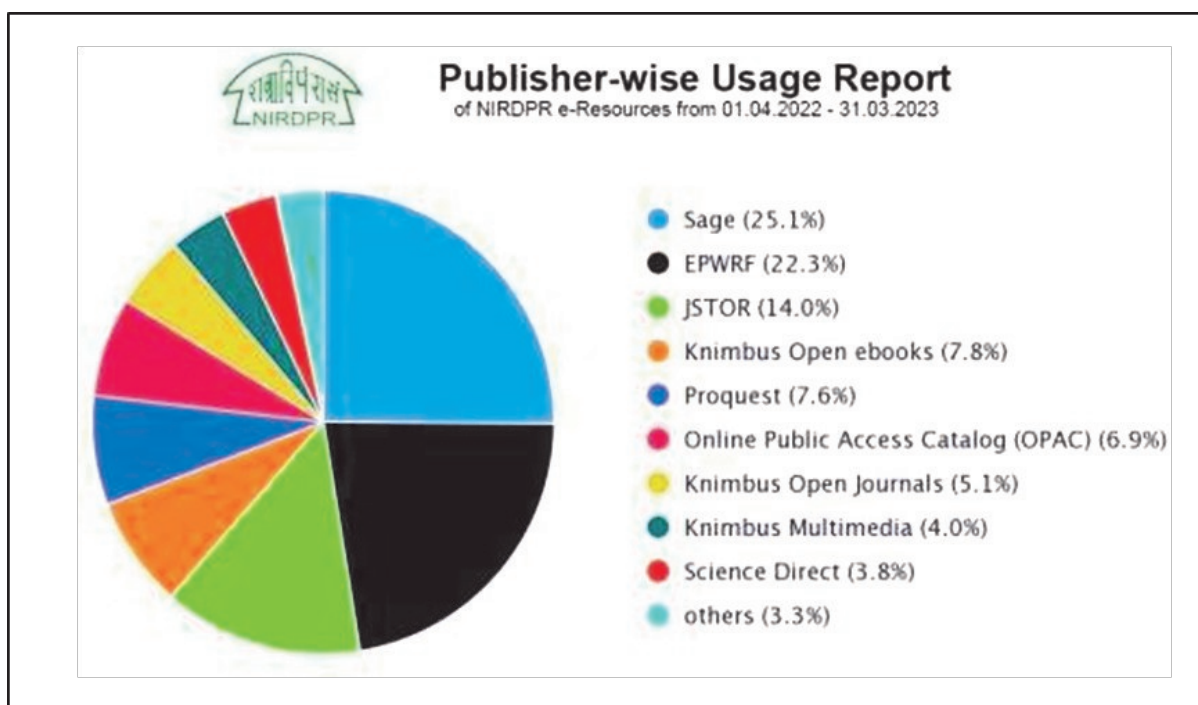
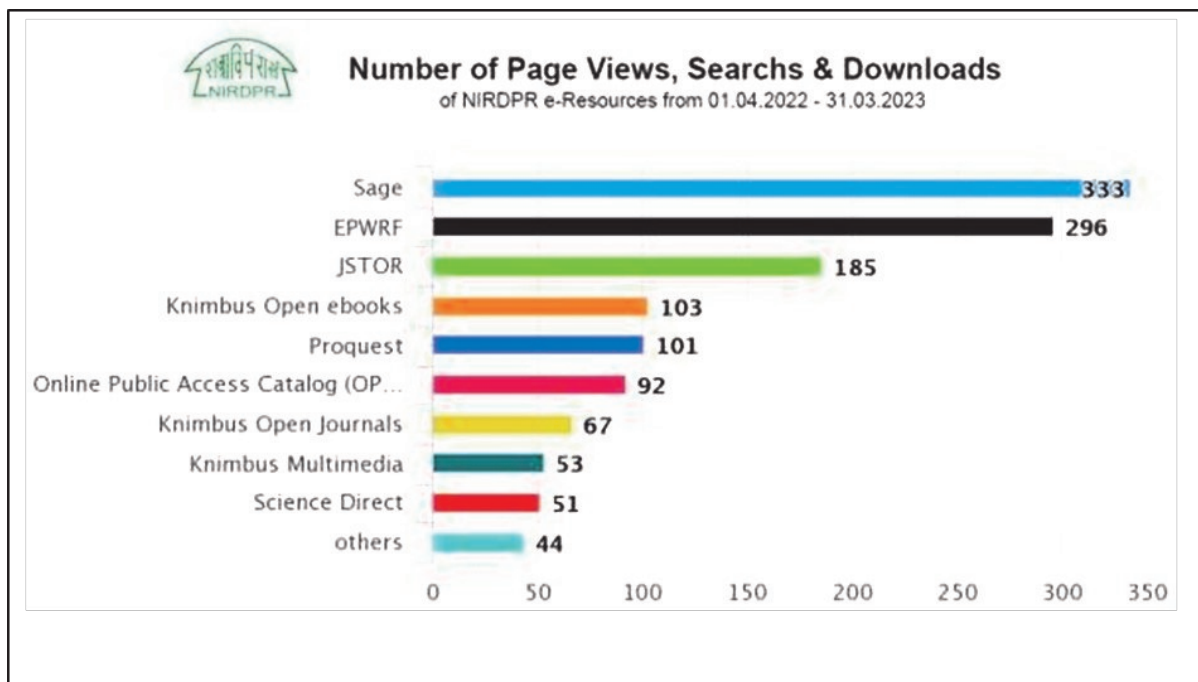
The Institute has a Professional Support Centre, the Centre for Development Documentation and Communication (CDC), with five sub-divisions - Documentation, Library, Publication, Official Language and Audio-visual. To provide information support to research and training activities of the Institute and also to other members of the development community, the Centre for Development Documentation and Communication is engaged in identifying, collecting and documenting 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, Non-Book Collections, CDs/DVDs, e-books, and e-databases on rural development and allied aspects gathered over the years to strengthen NIRDPR and constitute a strong information repository to disseminate the information. The Institute brings out various publications and offers information services in its endeavour to effectively disseminate information on rural development to stakeholders.

7.2.1 Library

Books: During 2022-23, the Institute has added a total of 588 books, including Hindi books, to its collection. The centre has a collection of 1,24,598 books. The Institute also maintains a separate collection of Hindi books for the benefit of participants and staff. Books are regularly added to this section based on necessity and demand.

E-resources: All electronic resources are accessible remotely by NIRDPR library users (students, faculty and staff, NERC, SIRD) via **NIRDPR K-Nimbus Digital Library Portal** and **M-Mobile App**. Users with email ID as their user ID can access different e-resources, such as e-books, e-journals, e-databases, etc., listed in the NIRDPR portal. Apart from this, based on literature requests, a total of 508 articles were disseminated to students, faculty and staff.

Utilisation of e-resources during the period 2022-23



7.2.2 Documentation

The quality of information is the backbone and an essential aspect of any institution. The documentation section procures important information from different sources and makes it available to our faculty and research staff as and when required. A rich collection of information resources in the form of print and non-print, such as books, journals, CDs/DVDs, e-books, e-

databases on rural development and allied aspects gathered over the years. These resources strengthen NIRDPR and constitute a strong information repository for the faculty and staff. The Documentation section maintains more than 1400 CDs/DVDs on different subjects. The Documentation section also maintains the DMS (Document Management System) and provides bibliography on demand to faculty members for the completion of their projects.

The activities performed by the Documentation section in 2022-23 include:

- Four Library Talks on the topics
 - ◆ How to catch Fake/Predatory/Cloned journals in Academics
 - ◆ Birth Anniversary of Dr B. R. Ambedkar
 - ◆ The Saga of Rural Employment: Continuity and Change.
 - ◆ Library Resources
- Compilation of news reports on rural development received from PIB on a daily basis.
- Monthly Conference Alert for the faculty members as per their subjects and demand.
- Daily News Alert to all faculty and employees

Additionally, the Documentation section handled the Institute's social media accounts by uploading information on various programmes and events organised at the Institute.

7.2.3 Information Dissemination

The Institute has a mandate to disseminate information on rural development. In fulfilling the mandate, the Institute regularly brings out a quarterly journal and a monthly newsletter as well as other publications, including research highlights, research reports, Rural Development Statistics, etc.

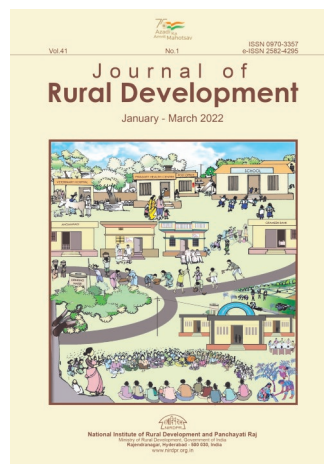
As a leading publisher of rural development literature in India, NIRDPR endeavours to share its research findings, observed field realities and views on issues of current topical importance with policy planners, academics and others through regular publications, occasional papers, etc.

The publications of NIRDPR serve policymakers by providing feedback on ground-level realities and offering suggestions and guidelines for better planning and management of rural development programmes.

7.2.4 Publications

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 decentralized administration. With impressive circulation both within and outside the country, it is one of the most sought-after journals by the academic community, rural development

administrators and planners.

Three issues of JRD (Vol. 40.4, 40.5 & 41.1) were brought out during the year. These issues carried 26 articles and three book reviews.

NIRDPR Newsletter

The NIRDPR Newsletter 'Pragati', a monthly publication, highlights the recommendations of various training programmes, seminars and workshops, and important events which NIRDPR undertakes on a regular basis. The Newsletter also covers the news of faculty development, case studies, interviews of rural development practitioners, success stories, visits and delegations – both Indian and foreign – to the Institute, cover stories on topics related to rural development, etc. Through this medium, NIRDPR maintains regular contact with its stakeholders, including the SIRDs, ETCs, DRDAs, etc. In addition, an initiative to give more comprehensive coverage of the activities of SIRDs & ETCs in the Pragati newsletter has also been launched. Twelve issues of Pragati Newsletter Nos. 323 to 334 from April 2022 to March 2023 were brought out during the year.

Research Reports:

1. Inclusive Growth in Indian Agriculture: Need for Commercially Viable and Financially Sustainable FPOs
2. Developing Sustainable and Replicable Models on Agriculture - Nutrition Linkages for Better Nutritional Outcomes
3. Demonetisation and Its Impact on Indian Agriculture: A Critical Analysis

4. Effectiveness of SERP Telangana's Health/Nutrition Intervention in Improving Women's Nutrition/ Sanitation Practices
5. A Century of Agrarian Change in Lower Cauvery Delta: A Study of Palakurichi Village 1918- 2018
6. Mapping of NIRDPR Adopted Village Burgula for Catalysing the Process of Development
7. Consolidated Report on Evaluation of Work Phase Activities of IWMP Batch - II Projects in Nagaland State
8. Evaluation of Consolidated Phase of Batch – II, IWMP Projects, Nagaland
9. MoRD/UNDP Research Study on Process Documentation and Assessment of Training For IPPE
10. Process and Practices of Open Government System and its Impact on the Implementation of the Rural Development Programmes- A Pilot Study

Other Reports

1. Mahila Sabhas and Bal Sabhas: Best Practices
2. Training Programme on Accounting for Rural Development Functionaries
3. Project Study Report on Evaluation of IAP Programmes (Sponsored by P & C Department, Government of Odisha)
4. Research Highlights 2019-20
5. Research Highlights 2020-21
6. Proceedings: SARAS-Aajeevika Capacity Building Programmes 2021 - From Artisans to Entrepreneurs: Capacity Building and Business Networking for Empowering SHG-led Enterprises
7. Proceedings of National Conclave on State Finance Commissions (Brought out by CPRDPSSD, NIRDPR)
8. Proceedings of National Colloquium of SIRD&PRs - 2022
9. Status of Social Audits in India, 2021 (Brought out by CSA, NIRDPR)
10. Annual Report 2021-22
11. Annual Accounts 2021-22

7.3 Official Language

During the reporting year, steps were taken for the comprehensive implementation of the Government of India's Official Language (Hindi) policy as per the guidelines given from time to time. Some of the important features in the implementation of the Official Language policy are given below:

7.3.1 Hindi e-Publications and Publications of the Institute

1. NIRDPR Newspaper Pragati – 12 issues
2. Training Calendar – 2022-23
3. Grameen Vikaas Samiksha –2023
4. Research Highlights -2020-21

7.3.2 Compliance with Section 3(3) of the Official Language Act

The Institute is trying to fully comply with Section 3 (3) of the Official Language Act. The name of the Institute is displayed in Telugu, Hindi and English at the main gate. All name boards, notice boards, and signboards of the Institute are in bilingual form. Documents covered under Section 3 (3) of the Official Language Act were issued in bilingual (Hindi and English) form. Twenty forms used in the Institute were also made bilingual, and all these forms were uploaded to the website.

7.3.3 Hindi Translation Work in the Institute

The use of Hindi in training and research increased during the reporting period. The OL section has translated numerous documents, including faculty schedules, faculty course material, RTI letters, PowerPoint presentations, Orders, Circulars, Pragati Newsletter, Training Brochure, Annual Report, Annual Accounts, Training Calendar, etc.

The important documents translated are:

1. Annual Report - 2021-22
2. Annual Account – 2021-22
3. Training Calendar – 2022-23
4. PMAY – Rural
5. Nutrition Sensitive Agriculture – Manual – III

6. Social Justice while focusing on SC-ST, OBC and other disadvantaged groups
7. Rural Development in India: some issues
8. Agriculture Development and Social Justice
9. Awards to 75 villages
10. Use of SFC and Role of Gram Panchayat
11. 14 SFC Function Village Panchayat and GPDP – Series - I
12. Climate change – Environment Advancement and Role of Gram Panchayat
13. SDG and Role of Gram Panchayat – Implementation and Monitoring
14. CIARD - Accounting, RTP – CIAT Newsletter
15. Model bye-laws for VWWSG
16. SC ST Welfare in India – State politics and Introduction of the programmes
17. Enhancement of e-Governance in Panchayats
18. Child Rights - Training Manual
19. Research Highlights – 2019-20
20. Research Highlights – 2020-21
21. Review of NIRDPR Activities
22. Status of Social Audit 2021
23. AIIMS Annual Report – 2021-22
24. NIRDPR Newsletter Pragati – 12 Issues

7.3.4 Inspection of the first sub-committee of the Parliamentary Committee on Official Language

The first sub-committee of the Committee on Official Language of Parliament inspected the



progressive use of Hindi on 11th November 2022. The committee was chaired by Shri Ramchander Jangra, a Member of Parliament, and comprised six MPs and five office-bearers. The Director General of NIRDPR, along with officials of the Institute and three MoRD officials, apprised them of the work in Hindi. The committee expressed satisfaction with the official language work of the institute and gave a few suggestions.

7.3.5 OLIC meetings

OLIC meetings were organised each quarter, and the works related to the progressive use of Hindi were discussed in every meeting.

7.3.6 Inspection by MoRD Officials

MoRD officials inspected the progressive use of Hindi at the Institute in the presence of the Deputy Director General and Head, CDC. MoRD officials inspected the entry of Hindi in the documents, rubber stamp registers as per Section 3(3) of the Official Languages Act of 1963, Hindi website, quarterly progress reports, Hindi e-publication, Hindi workshops, establishment of checkpoints, meetings of the Official Language Implementation Committee and the institution. They expressed satisfaction with the prevalent Hindi works.

7.3.7 Organisation of Hindi Pakhwada/Hindi Day in the Institute

Hindi Fortnight celebrations were organised from 14th - 29th September 2022 at the National Institute of Rural Development and Panchayati Raj, Rajendranagar, Hyderabad. As part of this, Hindi Diwas was organised on 19th October 2022.

The Hindi Day function was presided over by the Director General of the Institute. While congratulating everyone on Hindi Diwas, he mentioned that the translation work has been commendable. Most of the course material has been translated into Hindi, and many officers/employees have been nominated for Prabodh, Praveen, Pragya and Parangat training. He said that Hindi is our official language, and we should propagate it wholeheartedly because other countries also have their official language and do their work with pride. He called upon the officers/employees to do more and more in Hindi.



On the occasion of the Hindi Diwas celebration, Shri Shashi Bhushan, Deputy Director General and Financial Advisor and Director (Financial Management), congratulated everyone. The work of Hindi in the organisation is commendable, and efforts are being made to support the official language policy of the Government of India and achieve the target.

7.3.8 Reports

The Annual Assessment Report for the year 2021-22 was duly filled and sent to the Ministry of Rural Development, New Delhi, on 20th June 2022.

7.3.9 OL Inspection in Subordinate Offices

From 23rd-24th February 2023, Mr E. Ramesh, Senior Hindi Translation and Mrs V. Annapoorna, Junior Hindi Translator, inspected the work related to the official language at NERC, Guwahati. On 15th March 2023, Mrs Anita Pandey AD (OL) and Shri Ramakrishna Reddy, Junior Hindi Translator, inspected the official language work of NIRDPR, New Delhi branch.

7.3.10 Notification in the Gazette of India

NIRDPR, Hyderabad office is notified in the Gazette of India under Rule 4(10) of the Official Language Rules, 1976, after imparting working knowledge of Hindi to more than 80 per cent of officers and employees.

7.3.11 Learn a Hindi Word Every Day Scheme

In order to make the officers/employees of the organisation competent in working Hindi, Hindi quotations (quotations) are also displayed along with "Learn a Hindi word every day".

7.3.12 Town Official Language Implementation Committee – 2

The 10th meeting of the Town Official Language Implementation Committee was held at Marri Chenna Reddy, Human Resource Development, Jubilee Hills, Hyderabad. It was presided over by Shri Shashi Bhushan, Deputy Director General of the Institute.

Similarly, the meeting of the Town Official Language Implementation Committee-2 was organised on 21st October 2022 under the aegis of NIRDPR by the National Fisheries Development Board. Dr G. Narendra Kumar, IAS, Director General, NIRDPR, chaired the meeting. On this occasion, Dr C. Suvarna, Chief Executive, NFDB, Shri Narendra Singh Mehra, Deputy Director, Bangalore, Smt. Bela, Deputy Director (R.L.), Hindi Teaching Scheme, Secunderabad and other dignitaries were also present.

7.3.13 Technical Hindi workshops

Town Official Language Implementation Committee –2, Hyderabad, is the convenor office. On 13th June 2022, the Indian Institute of Cooperative Management, Hyderabad, organised an official language technical seminar. Dr H.S.K. Tangirala, Director of ICM, chaired the meeting. Dr Kamaluddin, Deputy Director (OL), Hindi Teaching Scheme, Dr Jaishankar Prasad Tiwari and Mrs Anita Pandey, Member Secretary, were present. Sixty-three participants from different offices attended this workshop.

7.3.14 Installation of Unicode

Unicode has been installed in 210 computers and 160 laptops of the Institute.

7.3.15 Issuance of Individual Orders to All Officers/ Employees to do Their Work in Hindi

Individual orders have been issued on 10th June 2022 to all the permanent officers/employees working in the Institute to work in Hindi.

7.3.16 Hindi Version of Institute' Website

The website of the National Institute of Rural Development and Panchayati Raj was made available in Hindi and loaded, and it is being updated from time to time.

CHAPTER – 8

FINANCE & ACCOUNTS

NIRDPR is a central autonomous body funded by the Ministry of Rural Development. Every year, as per the approved budget, the Ministry releases grants under Salaries and General Heads. The Finance and Accounts Division of the Institute is entrusted with the functions of Budgeting, Pay & Accounting of funds, preparing the Annual Accounts, etc. The Institute follows the double-entry system, with the financial year beginning on the 1st of April and ending on the 31st of March every year. The Annual Accounts of the Institute are 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 placed on the table of both the Houses of Parliament.

Grants released under Salaries and General Heads are utilised to meet the expenditure on core activities of the Institute like capacity building, research, development, seminars & conferences, Rural

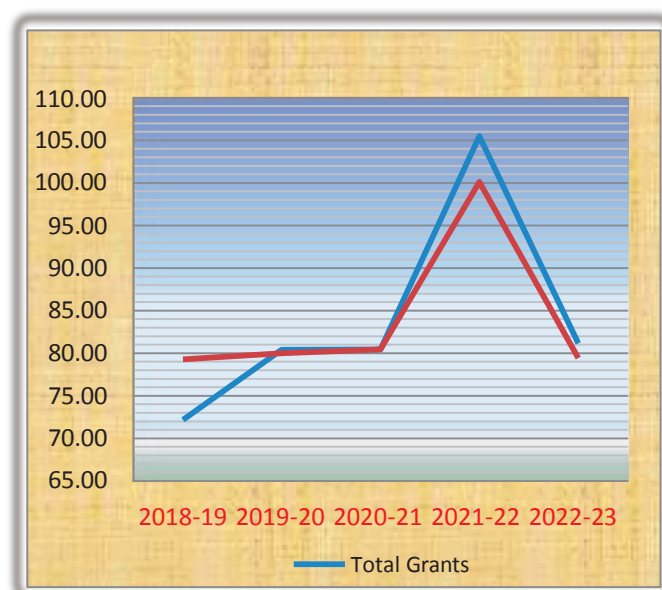
Technology Park, publications, journal subscription, library, maintenance and other recurring & non-recurring expenditures. In addition to the above, NIRDPR receives funds from various Programme Divisions of MoRD to spearhead various flagship programmes of the Government of India in rural sector like Deen Dayal Upadhyaya Grameen Kaushal Yojana (DDUGKY), Sansad Aadharsh 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 specific to the funding agencies' requirements.

For the financial year 2022-23, the expenditure of the Institute is Rs. 79.43 crore, against which Grants released were only to the tune of Rs. 75.80 crore with an Opening Balance of Rs.5.36 crore. The following is the graphical presentation of the grants released and expenditures incurred during the past five years.

Statement of Grants and Expenditure for 2018-19 to 2022-23

Year	Total Grants	Expenditure
2018-19	72.17	79.26
2019-20	80.42	80.00
2020-21	80.43	80.43
2021-22	105.48	100.11
2022-23	81.16	79.43

Chart of Grants and expenditure for 2018-19 to 2022-23



NIRDPR Corpus Fund

The Corpus Fund of NIRDPR 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 Amendment Rules, 2021 and Corpus Fund Investment Policy were approved in the 132nd Executive Council Meeting held on 01-07-2021. The Corpus Fund Rules lay down the manner of operation and management of the Fund, specifying the objectives, sources, applications, management of the Fund, etc. The primary objective of the Fund is to secure the long-term financial stability of the Institute. As on 31st March 2023, the Corpus Fund stood at Rs.458.21 crore against Rs. 377.11 crore on 31st March 2022. This is grossly inadequate to fulfil its mandate of long-term financial stability and self-sufficiency of the Institute, considering that the Institute incurred an expenditure of about Rs.79.43 crore during 2022-23. The Institute's expenditure is expected to increase further due to more recruitments and a consequential increase in the Institute's activities.

Constitution of the Corpus Fund Management

Committee: The Executive Council constituted the Corpus Fund Management Committee (CFMC) to oversee the operations and management of the Fund, which is envisaged in the EC-approved Corpus Fund Rules.

The Committee comprises the following members:

- i. Director General, NIRDPR (Chairman of the Committee)
- ii. Dy. Director General, NIRDPR
- iii. Director (FM) and FA, NIRDPR
- iv. Registrar & Dir. (Admn.), NIRDPR
- v. One member nominated from IFD of MoRD
- vi. One member nominated from the Training Division of MoRD
- vii. Two external Experts with expertise in investment management/ banking/ fund management
- viii. One faculty member nominated by DG, NIRDPR (optional)

Note: Members @ (v) and (vi) shall be nominated by MoRD and intimated to E.C.

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 CFMC delegates operational management of the Fund to its sub-committee.

In response to the Institute's request to nominate a member to the NIRDPR CFMC, MoRD nominated Shri Mam Chand, Director (Finance), MoRD and Shri Pradeep Kumar, Deputy Secretary, Training Division, MoRD. Several candidates were considered for identifying investment banking experts based on experience, qualifications, and age. Shri Biswajit Mohanty and Shri A. N. Appaiah, both retired bankers with over 30 years of relevant experience in financial markets, including treasury, credit and general banking, have been approved by the EC to be nominated on the CFMC.

Other Funds Maintained by NIRDPR

The Institute also established the Benevolent Fund, Provident Fund & Medical Corpus Fund, which are object-oriented with specific purposes. The brief details of the funds are given below:

- a. **Benevolent Fund** was also approved in 2008 for providing staff welfare measures like children's education loans & marriage loans for Group C staff, one-time financial assistance to families of deceased staff, etc. The main source of the fund is a fixed portion of the Institute's net savings/income from consultancy projects and the interest earned on the investments of the Fund. The balance of the Funds as on 31st March 2023 was Rs. 2.14 crore.
- b. **Provident Fund** was established for all PF-related transactions of the staff of the Institute. The balance of the Fund as on 31st March 2023 was Rs. 31.21 crore.
- c. **Medical Corpus Fund** was established in 2009 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 2023 was Rs. 7.29 crore.

ANNEXURE-I

Category-wise Distribution of Participants Attended NIRDPR Programmes during the year 2022-23

Month	Govt. Officials	Bankers & Comm Orgns.	ZP & PRIs	Vol. Orgns/ NGOs	Natl. / State Instts	Univ. / Colleges	Internati onal	Others/ Youth/ PSUs/ Individuals	Total	Women	No. of Programmes conducted
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A) HYDERABAD

April	529	0	116	37	6	19	0	0	707	193	16
May	653	0	9	32	31	5	0	0	730	194	18
June	196	0	35	66	6	11	0	4	318	92	11
July	327	0	44	32	136	39	0	67	645	168	22
August	200	21	0	10	137	23	0	0	391	107	13
September	828	0	181	44	2	5	0	7	1067	239	31
October	368	0	21	4	138	22	0	0	553	157	21
November	590	0	100	8	75	0	22	0	795	182	24
December	865	0	513	56	2	126	20	238	1820	537	55
January	1773	0	600	246	43	53	14	336	3065	959	65
February	2086	24	473	167	128	62	14	1996	4950	2674	109
March	1287	0	45	43	170	40	39	1074	2698	1552	61
Total	9702	45	2137	745	874	405	109	3722	17739	7054	446

b) RTP

April	184	0	0	0	0	220	0	61	465	143	11
May	21	0	0	0	0	81	0	67	169	109	6
June	153	0	0	0	0	88	0	142	383	203	11
July	370	0	0	110	0	150	0	13	643	235	21
August	45	0	66	0	0	230	0	36	377	227	11
September	226	0	0	0	0	427	0	73	726	335	20
October	210	0	0	0	0	1458	0	42	1710	780	14
November	147	0	102	14	0	886	0	155	1304	599	21
December	77	0	0	0	0	783	0	35	895	337	15
January	84	0	0	0	0	317	0	99	500	208	14
February	183	140	0	41	21	905	0	117	1407	524	34
March	57	0	0	0	0	1095	0	521	1673	860	29
Total	1757	140	168	165	21	6640	0	1361	10252	4560	207

c) DDU-GKY

April	0	0	0	0	0	0	0	814	814	245	18
May	0	0	0	0	0	0	0	683	683	211	16
June	0	0	0	0	0	0	0	546	546	159	10
July	0	0	0	0	0	0	0	500	500	147	10
August	0	0	0	0	0	0	0	445	445	139	12
September	0	0	0	0	0	0	0	632	632	208	12
October	0	0	0	0	0	0	0	447	447	115	9
November	0	0	0	0	0	0	0	425	425	102	11
December	0	0	0	0	0	0	0	453	453	173	12
January	0	0	0	0	0	0	0	242	242	56	7
February	0	0	0	0	0	0	0	647	647	226	13
March	0	0	0	0	0	0	0	397	397	160	9
Total	0	0	0	0	0	0	0	6231	6231	1941	139

Contd...

Category-wise Distribution of Participants Attended NIRDPR Programmes during the year 2022-23

Month	Govt. Officials	Bankers & Comm Orgns.	ZP & PRIs	Vol. Orgns/ NGOs	Natl. / State Instts	Univ. / Colleges	International	Others/ Youth/ PSUs/ Individuals	Total	Women	No. of Programmes conducted
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d) NRLM-RC

April	109	46	0	0	0	0	0	159	314	268	8
May	307	548	0	17	0	0	0	308	1180	841	30
June	337	376	0	0	0	0	0	611	1324	961	33
July	216	8820	0	0	0	0	0	0	9036	1699	121
August	263	1002	0	0	259	0	0	569	2093	1126	44
September	163	236	0	168	16	0	0	221	804	540	24
October	208	1069	0	0	0	0	0	0	1277	439	34
November	68	2404	0	0	0	0	0	424	2896	1104	56
December	54	198	0	0	0	0	0	276	528	398	15
January	53	3470	0	0	57	0	0	423	4003	1517	71
February	338	226	0	34	0	0	0	356	954	441	23
March	292	376	0	0	0	0	0	67	735	444	16
Total	2408	18771	0	219	332	0	0	3414	25144	9778	475

e) NERC

April	55	0	0	3	0	0	0	0	58	10	2
May	95	0	0	1	1	7	0	0	104	19	3
June	0	0	0	0	0	0	0	0	0	0	0
July	170	0	15	2	0	0	0	0	187	47	6
August	69	0	10	20	2	0	0	0	101	40	3
September	103	0	8	0	0	0	0	0	111	20	4
October	29	0	0	37	2	0	0	0	68	16	3
November	102	0	0	0	0	0	0	0	102	23	4
December	34	0	0	0	0	0	0	0	34	19	1
January	22	0	0	29	0	1	0	0	52	9	2
February	60	0	1	3	19	64	0	0	147	45	5
March	247	0	0	26	0	67	4	4	348	78	8
Total	986	0	34	121	24	139	4	4	1312	326	41

f) NERC-NRLM

April	0	0	0	0	0	0	0	0	0	0	0
May	125	0	0	0	0	0	0	18	143	82	5
June	223	21	0	0	0	0	0	0	244	75	7
July	122	262	0	0	0	0	0	0	384	152	9
August	90	39	0	0	0	0	0	0	129	87	5
September	30	17	0	0	0	0	0	0	47	6	2
October	0	0	0	0	0	0	0	0	0	0	0
November	202	0	0	0	0	0	0	20	222	105	6
December	142	66	1	0	0	0	0	0	209	149	6
January	220	52	0	0	0	0	0	0	272	135	9
February	292	754	0	0	0	0	0	0	1046	857	26
March	141	1162	0	0	0	0	0	0	1303	1118	38
Total	1587	2373	1	0	0	0	0	38	3999	2766	113

G) DELHI BRANCH

April	0	0	0	0	0	0	0	0	0	0	0
May	0	0	0	0	0	0	0	0	0	0	0
June	143	10	0	20	0	0	0	38	211	67	2
July	2	0	0	14	0	2	0	0	18	4	1
August	73	0	0	14	17	10	1	32	147	39	3
September	59	0	0	14	0	1	0	21	95	22	1
October	0	165	0	0	0	0	0	0	165	165	1
November	34	119	0	12	0	16	0	16	197	145	3
December	81	0	0	25	0	3	0	31	140	39	2
January	0	0	0	0	0	0	0	0	0	0	0
February	47	185	0	0	0	0	0	21	253	209	2
March	177	0	0	32	0	3	1	84	297	96	5
Total	616	479	0	131	17	35	2	243	1523	786	20

ANNEXURE-II

Research Studies Taken up during the Year 2022-23			
S. No.	Title of the Study	Team	Commenced during
A. NIRDPR RESEARCH			
1	Study on Status of Risk-based Internal Audit in Rural Development Programmes	Shri Shashi Bhushan Dr U. Hemantha Kumar Ms H. Shashi Rekha	16 Nov 22
2	Use of Drone Technologies for better planning, Monitoring and Management of RD Programmes – Study at Gram Panchayat Level	Dr P. Kesava Rao Dr N. S. R. Prasad Dr M. V. Ravibabu	16 Nov 22
3	Estimating Carbon Sequestration Potential for Gram Panchayats: A Methodological Approach	Dr Ravindra S. Gavali Dr K. Krishna Reddy	16 Nov 22
4	Linkage between Women's Empowerment and Children's Nutritional Status: Evidence from National Family Health Survey 5 (NFHS-5)	Dr N. V. Madhuri Dr Vanishree Joseph	16 Nov 22
5	Integration of Mission Antyodaya Data in GPDP: A Study on the Inclusion of Women and Child Development Activities	Dr Vanishree Joseph Dr N. V. Madhuri	16 Nov 22
6	Conditional Cash Transfer Interventions and the health outcomes for women and children in India: A Systematic Review and Meta-analysis	Dr Vanishree Joseph Dr N. V. Madhuri	16 Nov 22
7	Role of PMEGP Scheme in Promoting Rural Entrepreneurship: A Study with Reference to North Eastern Region of India	Dr Ratna Bhuyan Dr R. Murugesan	16 Nov 22
8	Assessment Study of Saansad Adarsh Gram Yojana: A Meta-Analysis	Dr Lakhan Singh	16 Nov 22
9	Performance of Rural Development Training Institutions in India: An Assessment study	Dr T. Vijaya Kumar	23 Nov 22
10	A study on process evaluation & performance monitoring of Palle Pragathi and Vaikunta Dhamam programmes in Telangana State	Mr K. Rajeswhar Dr K. Prabhakar	01 Dec 22
11	Process Evaluation and Performance Monitoring of Telanganaku Haritha Haaram (THH) programme	Dr K. Prabhakar Mr K. Rajeshwar	01 Dec 22
12	Research Study on Status of Internal Audit in States for MoRD Schemes	Dr U. Hemantha Kumar Shri Shashi Bhushan Ms. H. Shashi Rekha Mr. Y. Anil Kumar	15 Feb 23
B. CASE STUDIES			
13	Sustainable Use of Biodiversity and Restoration of Common Property Resources: A Case Study from Meenagadi Gram Panchayat	Dr Jyothis Sathyapalan	16 Nov 22
14	Execution of GPDP through eGramswaraj Portal: A Case of Panikhaiti Gram Panchayat, Chandrapur Block, Kamrup (M) District, Assam	Er. Sanjit Kumar Ghosh	16 Nov 22
15	Participatory Planning and Development-A case study of Kulimathur Gram Panchayat Development Plan (GPDP) Model, Tamil Nadu	Dr Aruna Jaya Mani	16 Nov 22
16	Resource Mapping using Spatial Technologies: A case of Chandrapur GP, Chandrapur Block, Kamrup (M) District, Assam	Dr A. Simhachalam	16 Nov 22

ANNEXURE-III

Research Studies Completed during the Year 2022-23			
S. No.	Title of the Study	Team	Commenced during
A. NIRDPR RESEARCH			
1	Sustainable Livelihoods and Disadvantaged Communities: A Study of WADI Programme in Select Districts of Karnataka	Dr Raj Kumar Pammi	2017-18
2	NSAP & State Pension Schemes and Extent of DBT- An 8-State Study	Dr S. N. Rao	2017-18
3	Access to Health Services & Health Status in Rural India with Particular Reference to Marginalised Social Groups	Dr Jyothis Sathyapalan Dr Rajendra Prasad Mamgain	2020-21
4	Access to Quality School Education in Rural & Urban India	Dr Jyothis Sathyapalan Dr Rajendra Prasad Mamgain	2020-21
5	Scheduled Castes and Schedules Tribes in Rural Labour Markets: A Study of Employment, Earnings and Inclusion	Dr Jyothis Sathyapalan Dr Rajendra Prasad Mamgain	2020-21
6	Migration, Wellbeing and Impact of the Covid-19: A Study of Uttarakhand Migrants in Delhi	Dr Rajendra Prasad Mamgain Dr Jyothis Sathyapalan	2020-21
7	Evaluation of SHG-VRP Training in the conduct of Social Audits	Dr C. Dheeraja	2021-22
8	An Analysis of the Ecosystem of Farmer Producer Organisations (FPOs) of North Eastern Region of India	Dr Ratna Bhuyan Dr Surjit Vikraman Dr R. Ao Shri P. P. Bhattacharjee	2021-22
B. CASE STUDIES			
9	Mapping Success Story of Rural Community Radio (RCR) - A Case Study	Dr Akanksha Shukla	2019-20
C. COLLABORATIVE STUDIES			
10	Food Systems for Nutrition (Training Manual)	Dr N. V. Madhuri Dr Ruchira Bhattacharya	2019-20

ANNEXURE-IV

Research Studies Ongoing during the Year 2022-23			
S. No.	Title of the Study	Team	Commenced during
A. NIRDPR RESEARCH			
1	Evaluation of SCSP / TSP – A Study of Andhra Pradesh & Telangana	Dr S. N. Rao	2016-17
2	Livelihoods Enhancement and Sustainability (impact) under MGNREGS	Dr U. Hemantha Kumar Dr G. V. Krishna Lohi Das	2017-18
3	Cluster Governance in National Rural Livelihoods Mission	Dr S. K. Sathyaprabha	2019-20
4	Convergence of IWMP with MGNREGS and its Implications	Dr U. Hemanth Kumar Dr G. V. Krishna Lohi Das	2019-20
5	MGNREGS Minimum Wages and Trends in Rural Wages	Dr Jyothis Sathyapalan Dr Digambar A. Chimankar Dr P. Anuradha	2019-20
6	Effectiveness of Integrated Child Development Schemes on Nutritional Status of Children of Rural Uttar Pradesh: A District-Wise Analysis	Dr Lakhan Singh Dr Laxmikant Dwivedi, IIPS, Mumbai	2021-22
7	Exploring the Role of Gram Panchayat in Community-Based Disaster Management: A comparative study in Kerala and Odisha	Dr Subrat Kumar Mishra Dr Kiran Jalem	2021-22
8	Realising Gender-Friendly Gram Panchayat Development Plan by Localising Sustainable Development Goal 5	Dr Anjan Kumar Bhanja Dr Vanishree Joseph Dr Sucharita Pujari	2021-22
9	Solid Waste Management Practices in Rural Areas (Study of Multiple Cases from Three States)	Dr R. Ramesh	2021-22
10	Evaluation of Uttar Pradesh Social Audit Sanghatan	Dr Srinivas Sajja Dr Rajesh Kumar Sinha Dr C. Dheeraja	2021-22
11	Home Coming of Migrant Labourers: Assessing the Implications on Rural Economy and Society in the State of Bihar	Dr Mukesh Kumar Shrivastava	2021-22
B. CASE STUDIES			
12	Case Study on Meghalaya Social Audit Unit	Dr Srinivas Sajja Dr R. Murugesan	2021-22
C. COLLABORATIVE STUDIES			
13	Empowering tribal women PRI members in Jharkhand, but is it in context to PESA? – A study in ten (10) PESA districts of Jharkhand	Dr Rajeev Ranjan	2016-17

ANNEXURE-V

Action Research Studies of the Year 2022-23			
S. No.	Title of the Study	Team	Commenced during
A.	ONGOING STUDIES		
1	Evaluation of Model Dairy Farm through Value Addition to Dung and Urine for Skills Development	Dr C. Kathiresan & Team	2019-20
2	100+ Clusters Development Project	Dr Anjan Kumar Bhanja Shri Dilip Kumar Pal	2019-20

ANNEXURE-VI

Consultancy Studies Taken up during 2022-23			
S. No.	Title of the Study	Team	Commenced during
1.	Independent Verification/Evaluation of ongoing Projects under Mahila Kisan Sashaktikaran Pariyojana (MKSP)	Dr Nithya V.G. Dr Surjit Vikraman Dr Ch Radhika Rani	01 Apr 22
2.	Impact of Mahatma Gandhi NREGS's assets on beneficiaries' livelihoods in Jharkhand State	Dr Sonal Mobar Roy Dr C. Dheeraja Mr E .B. Uday Bhaskar Reddy	23 Jun 22
3.	e-DPR for WDC-PMKSY 2.0 Web Application for Chhattisgarh State	Dr P. Kesava Rao Dr N. S. R. Prasad Dr M. V. Ravibabu	05 Aug 22
4.	Farmer-Centric Integrated Watershed Management for Improving Rural Livelihoods in Wanaparthi, Telangana and Ananthapur, Andhra Pradesh	Dr K. Krishna Reddy Dr N. S. R. Prasad Dr Ravindra S. Gavali Dr Subrat Kumar Mishra Dr P. Kesava Rao	01 Sep 22
5.	Third-party audit of the MoRD Website under Section 4, RTI	Mr K. Rajeshwar	01 Sep 22
6.	An Assessment of YSR Pension Kanuka – a Social Security Scheme of National Policy for Social Assistance (NSAP) in the State of Andhra Pradesh	Dr K. Prabhakar Dr S. N. Rao Mr K. Rajeshwar	08 Sep 22
7.	Monitoring & Evaluation of Activities undertaken by the Forest Dept under State CAMPA- Arunachal Pradesh	Dr V. Suresh Babu Dr A. Simhachalam	26 Sep 22
8.	Creation of Awareness and Free Supply of Sanitary Napkins to Girl Students of Government Schools in Telangana	Dr Vanishree Joseph Dr N.V. Madhuri	27 Oct 22

ANNEXURE-VII

Consultancy Studies Completed during the Year 2022-23

S. No.	Title of the Study	Team	Commenced during
1	SHG Behaviour Change Pathways	Dr S. K. Sathyaprabha	2019-20
2	Transforming India through Strengthening Panchayat Raj Institutions by Continuous Training and e-enablement - TISPRI Phase II	Dr C. Kathiresan Dr Pratyusna Patnaik Dr Vanishree J.	2020-21
3	Status, Processes, Problems in Preparation of Gram Panchayat Development Plan (GPDP) and its Impact on Panchayat Service Delivery and Way forward for further Strengthening of GPDP	Dr R.Chinnadurai	2020-21
4	Impact Assessment of CSR Projects of CIL	Dr Murugesan R. Dr Ruchira Bhattacharya Dr P. K. Ghosh	2021-22
5	Aajeevika Gramin Express Yojana Evaluation Study	Dr Nithya V. G. Dr Surjit Vikraman Dr Ch Radhika Rani	2021-22
6	Inclusive Growth in Indian Agriculture: Need for Commercially Viable and Financially Sustainable FPOs	Dr M. Srikanth	2021-22
7	Independent Verification/Evaluation of ongoing Projects under Mahila Kisan Sashaktikaran Pariyojana (MKSP)	Dr Nithya V.G. Dr Surjit Vikraman Dr Ch Radhika Rani	2022-23
8	Third-party audit of the MoRD Website under Section 4, RTI	K Rajeshwar	2022-23
9	Farmer-Centric Integrated Watershed Management for Improving Rural Livelihoods in Wanaparthi, Telangana and Ananthapur, Andhra Pradesh	Dr K Krishna Reddy Dr N. S. R. Prasad Dr Ravindra S. Gavali Dr Subrat Kumar Mishra Dr P. Kesava Rao	2022-23
10	An Assessment of YSR Pension Kanuka – a Social Security Scheme of National Policy for Social Assistance (NSAP) in the State of Andhra Pradesh	Dr K Prabhakar Dr S. N. Rao Shri K. Rajeshwar	2022-23

ANNEXURE-VIII

Consultancy Research Studies Ongoing during the Year 2022-23

S. No.	Title of the Study	Team	Commenced during
1	Time and Motion Study - MGNREGS	Dr Jyothis Sathyapalan Dr Digambar A. Chimankar Dr U. Hemantha Kumar Dr G.V. Krishna Lohi Das Dr P. Anuradha Dr Rajkumar Pammi	2017-18
2	Use of Geo-informatics Rural Roads projects under PMGSY	Dr P. Kesava Rao Dr M. V. Ravibabu Dr N.S.R. Prasad Dr H. K. Solanki Dr A. Simhachalam	2018-19
3	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
4	Third-Party Evaluation of RKVY Projects undertaken by the Govt. of Andhra Pradesh during 2015-16 and 2016-17	Dr G.V. Krishna Lohi Das Dr U. Hemanth Kumar Dr K. Krishna Reddy	2019-20
5	Project for Creating 250 Model GP Clusters across India	Dr Anjan Kumar Bhanja Shri Dilip Kumar Pal	2020-21
6	Change in the demand for work by beneficiaries under MGNREGS after providing them individual assets (excluded PMAY)	Dr Jyothis Sathyapalan Dr Digambar A Chimankar Dr U. Hemantha Kumar Dr G.V. Krishna Lohi Das Dr P. Anuradha Dr Rajkumar Pammi	2020-21
7	Integrating Emergency Response into Village Perspective Plans: Mainstreaming the Roles of the Mahila Sabhas and Bal Sabhas into GPDP Preparation	Dr N.V. Madhuri Dr Vanishree Joseph	2021-22
8	UNICEF Communication Resource Unit for SBCC	Dr N. V. Madhuri Dr Vanishree Joseph	2021-22

ANNEXURE-IX

State-wise and Theme-wise Programmes Conducted by NRLMRC Hyderabad & Guwahati for the year 2022-23

S. No.	State/UT	ICCB	SISD-FNHW	Financial Inclusion	Farm Livelihoods	Non-Farm Livelihoods	MIS	Total
1	Andhra Pradesh	1	9	1	2	3	3	19
2	Arunachal Pradesh	5	3	5	3	0	4	20
3	Assam	3	6	3	2	1	1	16
4	Bihar	1	1	3	1	0	0	6
5	Chhattisgarh	13	5	30	3	1	28	80
6	Goa	9	1	3	1	1	0	15
7	Gujarat	1	1	37	5	1	0	45
8	Haryana	4	3	2	5	1	2	17
9	Himachal Pradesh	12	14	4	6	3	18	57
10	Jharkhand	4	4	2	5	1	6	22
11	Karnataka	2	10	3	5	3	2	25
12	Kerala	1	2	2	4	2	3	14
13	Madhya Pradesh	2	5	5	1	1	1	15
14	Maharashtra	2	15	7	8	4	1	37
15	Manipur	2	2	4	0	0	1	9
16	Meghalaya	1	5	11	2	0	1	20
17	Mizoram	4	1	2	1	0	0	8
18	Nagaland	0	5	2	0	0	1	8
19	Odisha	2	4	2	2	3	1	14
20	Punjab	8	1	29	0	0	0	38
21	Rajasthan	2	33	35	5	2	1	78
22	Sikkim	0	5	1	1	0	1	8
23	Tamil Nadu	0	3	6	4	4	1	18
24	Telangana	12	5	9	5	3	6	40
25	Tripura	1	1	1	10	1	1	15
26	Uttar Pradesh	2	3	77	1	0	2	85
27	Uttarakhand	7	5	30	2	0	3	47
28	West Bengal	3	2	2	1	2	3	13
29	Andaman and Nicobar Islands (UT)	0	0	0	2	0	0	2
30	Chandigarh (UT)	0	0	0	0	0	0	0
31	Dadra & Nagar Haveli and Daman & Diu (UT)	1	0	0	0	0	0	1
32	Delhi (UT)	1	1	0	2	0	0	4
33	Jammu and Kashmir (UT)	0	1	0	2	1	0	4
34	Lakshadweep (UT)	0	0	0	0	0	0	0
35	Puducherry (UT)	4	5	0	1	1	4	15
36	Ladakh (UT)	1	0	1	0	0	0	2

ANNEXURE-X

State-wise participation in the training Programmes conducted by NRLMRC Hyderabad & Guwahati for the year 2022-23

S. No.	State/UT	IBCB	SISD-FNHW	Financial Inclusion	Farm Livelihoods	Non-Farm Livelihoods	MIS	Total
1	Andhra Pradesh	2	173	1	8	32	61	277
2	Arunachal Pradesh	152	23	57	125	0	97	454
3	Assam	92	97	8	26	4	147	374
4	Bihar	5	23	24	5	0	0	57
5	Chhattisgarh	541	105	1879	34	2	1064	3625
6	Goa	292	18	99	2	5	0	416
7	Gujarat	5	8	2257	114	3	0	2387
8	Haryana	73	49	5	50	1	16	194
9	Himachal Pradesh	293	443	78	215	81	674	1784
10	Jharkhand	47	112	5	16	5	391	576
11	Karnataka	7	435	11	10	9	13	485
12	Kerala	3	7	47	10	4	133	204
13	Madhya Pradesh	41	62	141	2	3	7	256
14	Maharashtra	30	570	149	34	7	1	791
15	Manipur	7	18	28	0	0	13	66
16	Meghalaya	4	63	465	39	0	10	581
17	Mizoram	112	27	47	22	0	0	208
18	Nagaland	0	136	11	0	0	11	158
19	Odisha	18	18	10	5	15	45	111
20	Punjab	248	30	1509	0	0	0	1787
21	Rajasthan	22	1247	2087	107	7	6	3476
22	Sikkim	0	116	2	5	0	5	128
23	Tamil Nadu	0	3	110	6	13	6	138
24	Telangana	498	20	301	18	7	100	944
25	Tripura	12	2	2	166	2	5	189
26	Uttar Pradesh	10	40	6875	2	0	25	6952
27	Uttarakhand	245	76	1098	3	0	110	1532
28	West Bengal	80	8	5	5	5	111	214
29	Andaman and Nicobar Islands (UT)	0	0	0	29	0	0	29
30	Chandigarh (UT)	0	0	0	0	0	0	0
31	Dadra & Nagar Haveli and Daman & Diu (UT)	5	0	0	0	0	0	5
32	Delhi (UT)	7	1	0	2	0	0	10
33	Jammu and Kashmir (UT)	0	23	0	8	21	0	52
34	Lakshadweep (UT)	0	0	0	0	0	0	0
35	Puducherry (UT)	245	93	0	1	2	288	629
36	Ladakh (UT)	10	0	41	0	0	0	51

ANNEXURE-XI

List of Members of General Council

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

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S. No	Name & Address	S. No.	Name & Address
18	Joint Secretary (Training) Ministry of Rural Development, Krishi Bhavan, New Delhi – 110001.	26	Senior Adviser Ministry of Skill Development and Entrepreneurship Room No.322, B-Wing, Shram Shakti Bhawan, Rafi Marg, New Delhi – 110001.
19	Joint Secretary, Ministry of Tribal Affairs 218, 2nd Floor, D Wing Shastri Bhawan New Delhi – 110 001	27	Additional Secretary, RL & Mission Director (NRLM) 7th Floor, NDCC-II, Ministry of Rural Development Jay Singh Road, New Delhi – 110001
20	Joint Secretary (SD & Media) M/o Social Justice & Empowerment, Shastri Bhawan, C Wing, Dr Rajendra Prasad Road New Delhi – 110 011	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.
21	Vice-Chancellor Jawaharlal Nehru University New Delhi-110 067	29	Chief General Manager NABARD 1-1-61, RTC 'X' Road PB No.1863, Musheerabad Hyderabad, Telangana - 500020
22	Vice-Chancellor University of Hyderabad, Professor CR Rao Road, P O, Central University, Gachibowli, Hyderabad,-500046. Telangana.	30	Shri Shashi Bhushan, Director (FM) & FA NIRDPR, Hyderabad.
23	Dr G. Narendra Kumar, IAS Director General National Institute of Rural Development and Panchayati Raj (NIRDPR) Rajendranagar, Hyderabad -500030.	31	Dr Jyothis Sathyapalan Professor & Head (CDC), NIRDPR, Hyderabad – 500030.
24	Secretary (DARE) & Director General, ICAR A-1, NASC Complex, DPS Marg, New Delhi-110 012	32	Dr C. Kathiresan Associate Professor & Head i/c (CIAT) NIRDPR, Hyderabad-500030.
25	Director Rural Self-Employment Training Institute, No.1210, 1st Floor, Above ICICI Bank, 80 Feet Road, 560 104, Chandra Layout, Bengaluru- 560040, Karnataka	33	Dr N. V. Madhuri Associate Professor & Head i/c (CGSD) NIRDPR, Hyderabad-500030.

ANNEXURE-XII

List of Members of Executive Council

S. No.	Names of the Members
1	Shri Shailesh Kumar Singh, IAS Secretary, Department of Rural Development, Ministry of Rural Development, Krishi Bhavan, New Delhi – 110 001
2	Dr G. Narendra Kumar, IAS Director General, NIRDPR, Rajendranagar, Hyderabad.
3	Secretary, Department of Panchayati Raj, Ministry of Panchayati Raj, Krishi Bhavan, Dr Rajendra Prasad Road, New Delhi – 110001.
4	Secretary (DWS) Office of 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 Bhavan, 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 R. Ramesh Associate Professor & Head i/c, CRI NIRDPR, Hyderabad
10	Director General YASHADA, Pune
11	Director Institute of Rural Management (IRMA), Gujarat
12	Director Tata Institute of Social Sciences (TISS), Mumbai
13	Secretary (FS) Department of Financial Services Ministry of Finance, 6A, 3 rd floor, Jeevan Deep Building, Sansad Marg New Delhi-110001

ANNEXURE-XIII

List of Members of Academic Council

S. No.	Members
1	<p>An eminent person with deep knowledge of the rural development sector and high academic credentials shall be the Chairman [Part-time] of the Academic Council.</p> <p>The Director General of the Institute shall be the Co-Chairman.</p>
2	Joint Secretary in-charge of Training in the 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
5	One nominee from each of the 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 the General Council (By rotation every two years)



National Institute of Rural Development & Panchayati Raj

Ministry of Rural Development, Government of India

Rajendranagar, Hyderabad - 500 030, India

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