

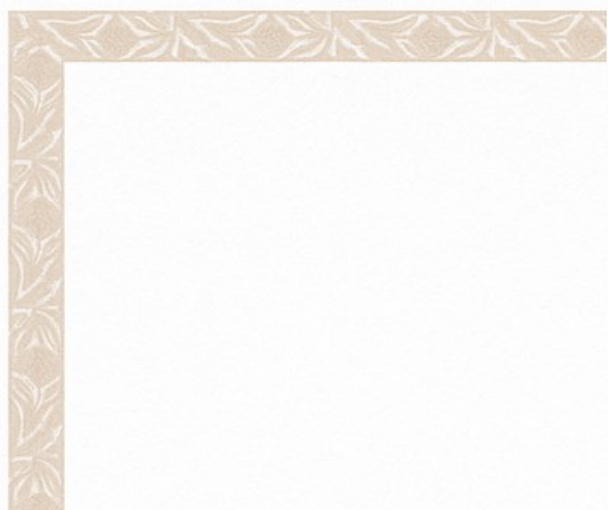
# ANNUAL REPORT

## 2023-2024



**National Institute of Rural Development & Panchayati Raj**

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





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**National Institute of Rural Development and Panchayati Raj**  
Ministry of Rural Development, Government of India  
Rajendranagar, Hyderabad – 500 030, Telangana, India  
Website: [www.nirdpr.org.in](http://www.nirdpr.org.in)



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## ABBREVIATIONS & ACRONYMS

|             |   |                                                                           |
|-------------|---|---------------------------------------------------------------------------|
| 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                                        |
| ER          | : | Elected Representative                                                    |
| ETC         | : | Extension Training Centre                                                 |
| GIS         | : | Geographic Information System                                             |
| GPDP        | : | Gram Panchayat Development Plan                                           |
| 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                                             |
| NABARD      | : | National Bank for Agriculture & Rural Development                         |
| NGO         | : | Non-Governmental Organisation                                             |
| NIRDPR-NERC | : | NIRDPR-North-Eastern Regional Centre                                      |
| NMMU        | : | National Mission Monitoring Unit                                          |
| NRP         | : | National Resource Person                                                  |
| 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                                             |
| SERP        | : | Society for Elimination of Rural Poverty                                  |
| SHG         | : | Self-Help Group                                                           |
| SOP         | : | Standard Operating Procedure                                              |
| SRLM        | : | State Rural Livelihood Mission                                            |
| ToT         | : | Training of Trainers                                                      |
| TQIMC       | : | Training Quality Improvement Measures Committee                           |
| UT          | : | Union Territory                                                           |



# Journey so far...

**2020**

Merger of CAPART with NIRDPR

**2013**

Renamed as National Institute of Rural  
Development & Panchayati Raj

**1977**

Renamed as National Institute  
of Rural Development

**1965**

Shifted to Hyderabad Campus

**1958**

National Institute of Community  
Development at Mussoorie

RADHA BHAVAN



# WHAT WE DO...?

1

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

Undertake, aid, promote and coordinate research

2

3

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

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

4

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 body under the Ministry of Rural Development. It is recognised as a leading national centre committed to promoting excellence in Rural Development and Panchayati Raj. NIRDPR primarily aims to strengthen the skills of those involved in rural development activities, including officials, elected representatives, financial institutions, community organisations, and other stakeholders. This objective is achieved through diverse integrated activities, such as training, research, consultancy, and technology transfer.

Initially established in 1958 as the National Institute of Community Development (NICD) in

Mussoorie, the Institute 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 4<sup>th</sup> 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 1<sup>st</sup> 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. Analyse and propose solutions to the problems in planning and implementation of the programmes for rural development; and
- v. Develop content and disseminate information through periodicals, reports, e-modules and other publications.

### 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 fulfilled 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), NIRDPR aims to work on

these aspects and provide critical messages for policymaking, programming, setting targets and governance. Sustainability is a core value that the Institute maintains in its mission to improve the quality of life in rural India. The Institute facilitates rural development to enhance the quality of life through research, creating a knowledge base, and capacity building for rural development officials and development practitioners (accountability and efficiency of NGOs) 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 a 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 the Quality of Life.
- Action Research: Collect proof of concept programmes and projects to validate
- research findings for the Government of India and other organisations.
- Enable monitoring of the 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 national and international institutes of eminence, it acts as a 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. These programmes emphasise the intricacies and mechanisms of programme management, mainly focusing on the procedural aspects. This emphasis helps professionals in the development field effectively attain their initiatives' anticipated goals and objectives. Over the years, the Institute has continuously expanded the range of its training offerings, tailoring them to meet specific needs and demands. This effort has resulted in a notably high participant satisfaction rate, 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 these institutions' training infrastructure and faculty. The Institute also conducts capacity-building programmes for SIRDPRs and ETCs faculty members 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 the 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 constitutes a fundamental 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 various 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 Ministry of Rural Development places considerable significance on the insights generated from the Institute's research studies, valuing the feedback loop that these studies establish. The Institute also engages in targeted action research tailored to specific locations. This involves systematically field-testing themes or models 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 SIRDPRs, 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 the wide dissemination of appropriate and affordable technologies for sustainable rural development, NIRDPR established the Rural Technology Park (RTP) in 1999. It aims to enhance the livelihoods of rural poor 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, and a good number of models of individual hygienic toilets were created that 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 aimed at promoting sustainable housing through the use of appropriate technologies. 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 is a programme 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. The NIRDPR's DDU-GKY Cell plays a pivotal role in providing training and implementation support to both States and Project Implementing Agencies (PIAs).

The Resource Cell dedicated to DAY-NRLM was instituted within NIRDPR in 2012, primarily 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 on different thematic areas such as Institution Building and Capacity Building (IBCB), Financial Inclusion (FI), and Gender and Livelihoods. These events cater to various participants, including NGOs, bankers, PIAs, government officials, and community-based organisations (CBOs).

The RSETI Project Cell at the Institute serves as the central entity responsible for collaborating with banks to establish infrastructure for Rural Self-Employment Training Institutes (RSETIs) across various states. In this capacity, the Institute processes proposals from various sponsoring banks to access funds from the Ministry of Rural Development for infrastructure construction.

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

### 1.8 Academic Programmes

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

### 1.9 Policy Advocacy

NIRDPR is envisaged as a think tank for Rural Development and Panchayati Raj. As part of this, the Institute undertakes action research and research studies, as well as workshops and seminars, on various facets of rural development and panchayati raj, providing inputs for policymaking and the effective management of 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

The administration and finance wings of the Institute support and facilitate faculty members in undertaking training, research, and consultancy activities. The policies and strategies of the Institute 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 the Secretary of 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 to publish 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 regularly. The Institute also publishes research reports and case studies as part of its Research Report and Case Study series. The Institute's Library has completed the digitisation of institutional publications, including Research Highlights, training/reading materials, and faculty publications on rural development.

study on the impact of MKB on two specific Rural Development programmes, particularly the SHGs and the Amrit Sarovar Mission. The main objective of these case studies was to analyse the socio-economic changes that have taken place in the lives of rural communities after mentioning the success stories of SHG members and the Amrit Sarovar initiatives across the country. The study was undertaken in 10 locations (six case studies on SHGs and four case studies on the Amrit Sarovar Mission) covering seven states, i.e., Tamil Nadu, Assam, Uttar Pradesh, Bihar, Madhya Pradesh, Telangana, and Karnataka. All 10 case study reports were compiled into a study report, 'In Search of Excellence in Rural Transformation: The Mann Ki Baat Stories – Vol-I', and published as two separate research articles, focusing on SHG Micro-enterprises and the Amrit Sarovar Mission, respectively.

### 1.12 Key Achievements of the Year

#### 1. Study on the Impact of Mann Ki Baat on SHGs and Amrit Sarovars

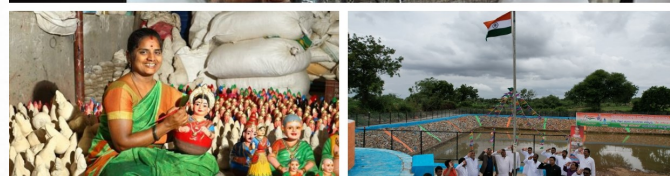
The Prime Minister of India's Mann Ki Baat (MKB), literally meaning "voice from the heart," is a unique media programme where successful initiatives, best practices, and replicable cases are mentioned and encouraged by the Prime Minister in a direct address to the nation. The address is broadcast once a month, particularly on the last Sunday of the month, and the recording and transcript are made available to the common public on MKB's website. The programme has an unprecedented appeal in connecting the grassroots to the Prime Minister and giving grassroots initiatives national and global outreach and identity.

As the MKB programme was about to reach its 100th episode, the National Institute of Rural Development and Panchayati Raj, along with the Ministry of Rural Development, commissioned a



## IN SEARCH OF EXCELLENCE IN RURAL TRANSFORMATION

THE MANN KI BAAT STORIES  
VOL- I



राष्ट्रीय ग्रामीण विकास एवं पंचायती राज संस्थान  
National Institute of Rural Development & Panchayati Raj  
Ministry of Rural Development, Government of India  
Rajendranagar, Hyderabad - 500 030

## 2. Rolling out of 'Aspirational Blocks Programme of NITI Aayog' - Capacity building support

In order to enhance the quality of life and service delivery in India's most remote and underdeveloped blocks, the Aspirational Blocks Programme (ABP) was launched by the Honourable Prime Minister of India on 7<sup>th</sup> January 2023. It is a transformational programme initiated by the government to develop the most backward blocks of India, based on similar lines to the Aspirational Districts Programme (ADP), launched by the government in 2018 for the development of the backward districts of the country. This programme aims to converge existing schemes, establish clear outcomes, and continuously monitor progress in 500 Blocks spread across 329 districts in 27 States and four Union Territories.

Capacity building is a central component of the ABP, emphasising the enhancement of governance through capacity building. NIRDPR was entrusted with the responsibility of building the capacities of Block Level Officials (BLOs) from 105 blocks, which include 64 blocks from five

southern states (Telangana, Andhra Pradesh, Tamil Nadu, Karnataka, and Kerala) and 41 blocks from all eight northeastern states. The capacity-building strategy is centred on two phases:

1. **Programme Orientation and Leadership Training:** During August–September 2023, NIRDPR conducted programme orientation and leadership training for all BLOs and key stakeholders of 105 blocks from the southern and northeastern regions to prepare them as Leaders of Change, along with an understanding of programme objectives, key components, and implementation strategy. Successfully organised Leadership training for 973 BLOs from five southern and eight northeastern states (total 29 batches).
2. **Building domain expertise:** As part of the building domain expertise phase, NIRDPR has developed five sector-specific modules (namely, Education, Health, Nutrition, Drinking Water, and Basic Infrastructure). The details of the module authors from NIRDPR are as follows:

| S. No. | Sector               | Module Author(s)                                                                      |
|--------|----------------------|---------------------------------------------------------------------------------------|
| 1      | Health               | Dr Sucharita Pujari, Assistant Professor<br>Dr Puneet, Health Expert                  |
| 2      | Nutrition            | Dr Vanishree J., Assistant Professor<br>Dr N V Madhuri, Associate Professor           |
| 3      | Education            | Dr T. Vijaya Kumar, Associate Professor<br>Dr Lakhan Singh, Assistant Professor       |
| 4      | Drinking Water       | Dr R. Ramesh, Associate Professor                                                     |
| 5      | Basic Infrastructure | Dr C. Kathiresan, Associate Professor<br>Dr Venkatamallu Thadaboina, Research Officer |

In the first week of February 2024, NIRDPR conducted the Trainings of Trainers (ToTs) programme for Master Trainers (MTs) from identified institutions nationwide. In the third and fourth weeks of February 2024, NIRDPR successfully conducted domain-specific training

programmes for all BLOs from the Southern and Northeastern regions, providing exposure to key priority sectors to build capacity for planning, strategising, implementing, and monitoring progress and outcomes in the defined priority sectors.



### 3. National Stakeholders Consultation Workshop on Panchayati Raj System: Retrospect and Prospects & Launch of People's Plan Campaign 2023



The National Institute of Rural Development and Panchayati Raj (NIRDPR), Hyderabad, hosted a two-day National Stakeholder Consultative Workshop on 'Panchayati Raj System: Retrospect & Prospects' organised under the aegis of the Ministry of Panchayati Raj, Government of India, in collaboration with the Institute on 4<sup>th</sup> September 2023. The event was planned to deliberate on emerging and pressing issues of Panchayats and the roadmap for enabling them as "Change Makers" or "Agents of Change". On the occasion, the People's Plan Campaign (PPC) 2023 for the preparation of the Panchayat Development Plans (2024-2025) was launched. A Report on Formulation of Project Driven Block Panchayat and District Panchayat Development Plan prepared by the Committee constituted by the Ministry of Panchayati Raj and National Training Module of Panchayat Development Index and a special issue of NIRDPR's Journal of Rural Development in the context of completion of 30 Years of the 73<sup>rd</sup> Constitutional Amendment, and the brochure on the School of Excellence in Panchayati Raj (SoEPR) at NIRDPR to mark the initiation of foundation of SoEPR were also released.

### 4. Training of Presidents & Vice Presidents of Atoll Councils of Maldives – supported by MEA

On 2<sup>nd</sup> August 2022, an MoU was signed

between NIRDPR and the Local Government Authority (LGA) of the Republic of Maldives under the auspices of the Ministry of External Affairs (MEA), Government of India. As stated in the said MoU, NIRDPR planned, in consultation with the High Commission of India in the Maldives and the LGA of the Maldives, to conduct a series of Training Programmes for the Elected Representatives and Staff of the Local Councils and the LGA, Maldives, over four years (2022-2026).

During 2023-24, NIRDPR organised an international training programme on Leadership Development for Elected Representatives of Island Councils of the Republic of Maldives from 17<sup>th</sup> January to 01<sup>st</sup> February 2024 on its Hyderabad campus. The participants in the capacity building and training programme represented diverse stakeholders from the Maldives, including Presidents, Vice Presidents, and Council Members from the atolls of Shaviyani, Noonu, Raa, and Lhaviyani. A total of 29 participants (13 women and 16 men) from various Island councils of Male – Council Presidents, Council Vice Presidents, and Council Members, hailing from the atolls of Shaviyani, Noonu, Raa, and Lhaviyani, Local Government Authority Officials from the Republic of Maldives, Ministry of External Affairs, Male attended the training programme.

### 5. 17<sup>th</sup> Convocation of Batches 1 to 4 PGDMRM and Batches 17 to 20 PGDRDM on 29.09.2023.

The 17<sup>th</sup> Annual Convocation of the National Institute of Rural Development & Panchayati Raj was conducted on 29<sup>th</sup> September 2023 on its Hyderabad campus. Sadhvi Niranjana Jyoti, Hon'ble Minister of State for Rural Development, Consumer Affairs, Food and Public Distribution, GoI, graced the occasion as the Special Guest. The Convocation Address was delivered by Prof. Mamidala Jagadesh Kumar, Hon'ble Chairman of UGC and the Chief Guest. Dr G. Narendra Kumar, IAS, Director General NIRDPR and Chairperson of the Academic Committee,

presided over the function. Prof. Mamidala Jagadesh awarded the diploma certificates and the medals to the Students.

## 6. Annual Capacity Building Plan (ACBP) of MoRD

The Ministry of Rural Development (MoRD), Government of India, under the guidance of the Capacity Building Commission (CBC), has developed the Annual Capacity Building Plan (ACBP) based on the competency enhancement requirements of its officials, ascertained through a Competency Needs Analysis (CNA). The ACBP identified the most crucial competencies required for different levels of functionaries within the Ministry, considering the role each designation plays in fulfilling the Ministry's mandate as defined by the Allocation of Business Rules set by the Government of India. Against this backdrop, NIRDPR conducted four programmes during the financial year 2023-24, focusing on the Mahatma Gandhi NREGA, NRLM, and PMAY-G schemes. All the training programmes began with an inaugural address by Dr G. Narendra Kumar, IAS, Director General, NIRDPR, which provided the backdrop for the training and highlighted the importance of rural development policies, strategies, and programmes. This was followed by sessions on various components of the flagship programmes. The training programmes also covered sessions on behavioural competencies like leadership, communication, etc. The training methodology included lecture-discussions, group discussions, case presentations, exposure visits, and exercises. In total, 82 MoRD staff were trained in four batches from 13th February 2024 to 7th March 2024.

## 7. International Convention of Wetlands and Biodiversity

NIRDPR, in association with the National Biodiversity Authority (NBA), organised a 5-day International Convention of Wetlands and

Biodiversity on the NIRDPR campus in Hyderabad from 8th -12th January 2024. A total of 17 senior IFS officers from various states attended the convention.

## 8. Management Development Programmes Conducted for:

- IFS officers
- Indian Statistical Service Officers
- Indian Civil Accounts Service Officers
- Civil servants from Bihar
- Indian Information Service Officers
- BDOs - development administration programmes

## 9. Awards / Recognitions

- NIRDPR has been conferred with the **Geospatial Excellence Award 2024** for its valuable contribution to the geospatial application in the Rural Development sector by Radhanath Sikdar Institute of Geospatial Science and Technology (RSIGST), Kolkata, on 16th March 2024.
- NIRDPR received the **HUDCO Designs Award 2023-24** – Second Prize for 'Promoting Sustainable Building Technologies through the 'National Rural Building Centre' of Rural Technology Park (RTP) at NIRDPR, Hyderabad.
- NIRDPR was awarded the **Development Leadership Award 2023** by the Agriculture Today Group on 21st December 2023. The award was presented for its outstanding work, which has positively touched the lives of millions of rural people. NIRDPR was selected for the award by the National Awards Committee under the Chairmanship of Honourable Former Chief Justice of India, Justice P. Sathasivam.



## 10. Visits of Distinguished Personalities to NIRDPR

1. Shri Giriraj Singh, Hon'ble Minister of Rural Development & Panchayati Raj, visited NIRDPR, Hyderabad, during 01<sup>st</sup> – 03<sup>rd</sup> July 2023.



2. Shri Faggan Singh Kulaste, Hon'ble Union Minister of State for Steel & Rural Development, Government of India, visited NIRDPR, Hyderabad on 1<sup>st</sup> June 2023.



3. Shri C. Achalender Reddy, IFS (Retd.), Chairperson, National Biodiversity Authority (NBA), Government of India, delivered a Guest Lecture on 'Biodiversity Finance – Kunming-Montreal Global Biodiversity Framework' on 25<sup>th</sup> May 2023 as part of the World Environment Day Celebrations and Mission LiFE (Lifestyle for Environment) initiative of the Government of India.



4. Sadhvi Niranjan Jyoti, Hon'ble Minister of State for Rural Development, Consumer Affairs, Food and Public Distribution, GoI, graced the occasion of the 17<sup>th</sup> Annual Convocation of the NIRDPR, as the Special Guest, conducted on 29<sup>th</sup> September 2023.



5. Prof. Mamidala Jagadesh Kumar, Hon'ble Chairman of UGC, and the Chief Guest, delivered the Convocation Address on the occasion of the 17<sup>th</sup> Annual Convocation of the NIRDPR conducted on 29<sup>th</sup> September 2023.



6. Hon'ble Governor of Telangana, Dr. (Smt.) Tamilsai Soundararajan visited the NIRDPR Campus on 8<sup>th</sup> September 2023 and interacted with 26 tribal youth who were undergoing training in leaf plate and cup-making technologies.





7. Shri Shailesh Kumar Singh, IAS, Secretary, Ministry of Rural Development, Government of India, visited NIRDPR as the Chief Guest for the NIRDPR Foundation Day celebrations on 21<sup>st</sup> November 2023 and delivered a Foundation Day address.



8. Dr. C. Achalender Reddy, IFS (Retd.), Chairperson, NBA and Dr. B. Balaji, IFS, Secretary, NBA, visited NIRDPR and addressed participants of the programme on the International Convention of Wetlands and Biodiversity, organised by NIRDPR in association with the National Biodiversity Authority (NBA) at the NIRDPR from 8<sup>th</sup> to 12<sup>th</sup> January 2024.

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## CHAPTER – 2

# TRAINING & CAPACITY BUILDING

### 2.1 Training and Capacity Building Programmes of NIRDPR

The Institute strongly emphasises training and capacity building as a primary 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, with their focus on knowledge foundation, essential skills, and appropriate attitudes and values, have significantly improved the functioning of PRIs and the overall rural development scenario. Central to NIRDPR's programmes is enhancing the capabilities of development professionals across the nation, equipping them to manage ongoing rural development initiatives adeptly. The Institute consistently innovates and incorporates innovative training methodologies and techniques, such as experiential learning through field visits, role-playing in simulated scenarios, and interactive workshops where participants engage in group discussions and problem-solving activities. These have resulted in a marked improvement in the quality of training programmes, which are further customised to align with specific needs.

Moreover, insights derived from 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 to meet 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 NIRDPR 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 finalisation of the annual training calendar at NIRDPR involves a meticulous process to seamlessly align emerging rural development trends with the Institute's overarching vision. In order to identify the specific capacity-building and training needs of stakeholders and deliver demand-driven programmes, a focused approach has been adopted to prepare the Training Calendar over the past three years. The key focus areas of training for 2024-25 were finalised based on the outcomes of the workshops conducted by faculty on various thematic areas, requirements received from various programme divisions of MoRD and other Ministries, outcomes of various research findings, annual action plans of states & UTs, policy level suggestions received from General Council (GC) and Executive Council (EC) members and also from the feedback received from the participants. Following this, the initial phase involves Training of Trainers (ToT) sessions hosted on the NIRDPR campus, catering to the development of skilled trainers. Subsequently, the programmes are passed on to State Institutes of Rural Development and Panchayati Raj (SIRDPRs) and Extension Training Centres (ETCs), which will conduct the programmes in a cascading mode to grassroots-level functionaries.

Furthermore, the Institute incorporates valuable inputs 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 inputs – 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

Considering the varied nature of the training provided and the diverse profiles of the participants, appropriate training methods have been employed to suit their needs. These methods included Lecture-cum-Discussions, Case Studies, Group Discussions, Panel Discussions, Exercises, hands-on sessions (demonstrations), and success stories. As part of the training methodology, presentations were facilitated by both in-house and external resource persons, along with the sharing of experiences and interactions with the participants.

### 2.1.5 Training Quality Improvement Measures Committee (TQIMC)

To make the training more effective, improving the qualitative aspects of the training programmes has always been a priority for 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: 2023-24

During 2023-24, 1,926 training programmes were organised, and 87,375 participants were trained at NIRDPR and its regional centres. To meet the state-specific requirements and enhance the capacities of faculty members serving in SIRDPRs, ETCs, and other RD&PR institutions, NIRDPR and its Regional Centres organised 1,290 off-campus programmes. The average effectiveness score of the training programmes, based on participants' feedback, was 88 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 2023-24 is placed in **Annexure I**.



**Table 2.1.: Type of Programmes Organised in 2023-24**

| Type                                        | NIRDPR, Hyderabad | NIRDPR- NERC | NIRDPR, Delhi Branch | Total       |
|---------------------------------------------|-------------------|--------------|----------------------|-------------|
| Training Programmes                         | 1284              | 230          | 9                    | 1523        |
| Workshops, Seminars/ Webinars / Conferences | 61                | 14           | 24                   | 99          |
| Training of Trainers                        | 135               | 47           | 2                    | 184         |
| International Programmes                    | 7                 | 0            | 4                    | 11          |
| Exposure visit                              | 94                | 0            | 0                    | 94          |
| Induction & Orientation                     | 10                | 5            | 0                    | 15          |
| <b>Total</b>                                | <b>1591</b>       | <b>296</b>   | <b>39</b>            | <b>1926</b> |

The breakdown of the training programmes conducted by the Institute, indicating the mode, is presented in Table 2.2.

**Table 2.2.: Mode of the Programmes Organised in 2023-24**

| Mode         | No. of training conducted                                  | %  | No. of participants |
|--------------|------------------------------------------------------------|----|---------------------|
| Online       | 252<br>(including Programmes that happened in Hybrid Mode) | 13 | 19,085              |
| Offline      | 1674                                                       | 87 | 68,290              |
| <b>Total</b> | <b>1926</b>                                                |    | <b>87,375</b>       |

### 2.1.7 Profile of Participants

As shown in Table 2.3 below, most participants in the training programmes were government officials. A sizable number of representatives from research and training

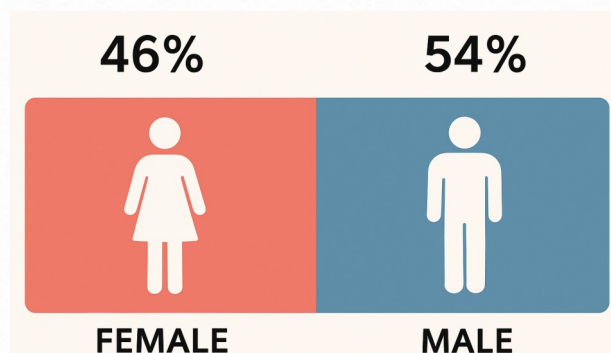
institutes, non-governmental organisations (NGOs), community-based organisations (CBOs) and others, namely SHGs, farmers and youth, were also part of the group who benefited from the training programmes.

**Table 2.3: Profile of Trainees**

| Category                           | NIRDPR, Hyderabad | NERC- Guwahati | Delhi Branch | Grand Total  |
|------------------------------------|-------------------|----------------|--------------|--------------|
| Govt. Officials                    | 28602             | 3837           | 703          | 33142        |
| Bankers & Commercial Organisations | 25923             | 7388           | 1101         | 34412        |
| ZP & PRIs                          | 1023              | 67             | 6            | 1096         |
| Voluntary Organisations/NGOs       | 804               | 85             | 706          | 1595         |
| National/State Institutions        | 354               | 54             | 3            | 411          |
| Universities/Colleges              | 3252              | 167            | 166          | 3585         |
| International                      | 159               | 0              | 7            | 166          |
| Others/Youth/PSUs/Individuals      | 11877             | 140            | 951          | 12968        |
| <b>Total</b>                       | <b>71994</b>      | <b>11738</b>   | <b>3643</b>  | <b>87375</b> |

## Gender Distribution in Training Programmes

NIRDPR makes concerted efforts to design gender-neutral programmes. The programmes were designed to ensure equal participation of both male and female participants. Figure 2.1 presents the details of the gender distribution of the NIRDPR programmes.



**Figure 2.1 Gender distribution of the NIRDPR programmes**

### 2.1.8 State-wise Participation

The state-wise participation of trainees during the year 2023-24 is presented in Table 2.4.

| S. No. | State/UT                                  | Number of participants Trained | Percentage |
|--------|-------------------------------------------|--------------------------------|------------|
| 1      | Andaman and Nicobar (UT)                  | 94                             | 0.11       |
| 2      | Andhra Pradesh                            | 11,526                         | 13.22      |
| 3      | Arunachal Pradesh                         | 564                            | 0.65       |
| 4      | Assam                                     | 4,995                          | 5.73       |
| 5      | Bihar                                     | 372                            | 0.43       |
| 6      | Chhattisgarh                              | 3,943                          | 4.52       |
| 7      | Dadra & Nagar Haveli and Daman & Diu (UT) | 103                            | 0.12       |
| 8      | Delhi                                     | 799                            | 0.92       |
| 9      | Goa                                       | 921                            | 1.06       |
| 10     | Gujarat                                   | 3,456                          | 3.96       |
| 11     | Haryana                                   | 3,197                          | 3.67       |
| 12     | Himachal Pradesh                          | 2,296                          | 2.63       |
| 13     | Jammu and Kashmir (UT)                    | 1,513                          | 1.73       |
| 14     | Jharkhand                                 | 685                            | 0.79       |
| 15     | Karnataka                                 | 5,026                          | 5.76       |
| 16     | Kerala                                    | 1,638                          | 1.88       |
| 17     | Lakshadweep (UT)                          | 7                              | 0.01       |
| 18     | Madhya Pradesh                            | 879                            | 1.01       |
| 19     | Maharashtra                               | 2,328                          | 2.67       |
| 20     | Manipur                                   | 423                            | 0.49       |
| 21     | Meghalaya                                 | 1,229                          | 1.41       |
| 22     | Mizoram                                   | 798                            | 0.92       |
| 23     | Nagaland                                  | 943                            | 1.08       |
| 24     | Odisha                                    | 1,111                          | 1.27       |
| 25     | Puducherry (UT)                           | 556                            | 0.64       |
| 26     | Punjab                                    | 2,564                          | 2.94       |
| 27     | Rajasthan                                 | 6,611                          | 7.58       |
| 28     | Sikkim                                    | 636                            | 0.73       |
| 29     | Tamil Nadu                                | 3,682                          | 4.22       |
| 30     | Telangana                                 | 9,927                          | 11.38      |

Contd...



**Table 2.4: State/UT-wise participants of NIRDPR programmes**

| S. No. | State/UT             | Number of participants Trained | Percentage |
|--------|----------------------|--------------------------------|------------|
| 31     | Tripura              | 1,160                          | 1.33       |
| 32     | Uttar Pradesh        | 10,282                         | 11.79      |
| 33     | Uttarakhand          | 2,112                          | 2.42       |
| 34     | Ladakh               | 120                            | 0.14       |
| 35     | West Bengal          | 713                            | 0.82       |
|        | <b>Total</b>         | <b>87,209</b>                  | <b>100</b> |
|        | <b>International</b> | <b>166</b>                     |            |
|        | <b>Grand Total</b>   | <b>87,375</b>                  |            |

### 2.1.10 International Programmes

As part of efforts to share the Indian experience for the benefit of developing countries, the Institute has been organising international training programmes on different rural development themes. These programmes are conducted under the Indian Technical and Economic Cooperation (ITEC), CICTAB, Govt. of Maldives and NIRDPR programmes. During 2023-24, 11 international programmes were organised, and 166 participants from developing countries attended the programmes. The participants

were mainly from Asian, African and Latin American countries such as Bangladesh, Belgium, Bhutan, Cambodia, Dominica, Ghana, Iraq, Kenya, Malawi, Maldives, Mauritius, Namibia, Nepal, Nigeria, Papua New Guinea, Solomon Islands, South Africa, South Sudan, Sri Lanka, Syria, Tajikistan, Tanzania, Tonga, Trinidad and Tobago, Uganda, United States, Zambia, and Zimbabwe. NIRDPR is reducing international training programmes to give importance to national-level programmes. The details of the international programmes and participants are provided in Table 2.5 and Table 2.6.

**Table 2.5: Details of International Programmes**

| Category           | No. of programmes conducted | No. of international participants trained |
|--------------------|-----------------------------|-------------------------------------------|
| CICTAB             | 2                           | 46                                        |
| ITEC / Maldives    | 2                           | 59                                        |
| NIRDPR             | 7                           | 61                                        |
| <b>Grand Total</b> | <b>11</b>                   | <b>166</b>                                |

**Table 2.6: Country-wise participants of NIRDPR programmes**

| S. No. | Name of the Country | Number of Participants |
|--------|---------------------|------------------------|
| 1      | Bangladesh          | 2                      |
| 2      | Belgium             | 1                      |
| 3      | Bhutan              | 3                      |
| 4      | Cambodia            | 1                      |
| 5      | Dominica            | 1                      |
| 6      | Ghana               | 2                      |
| 7      | Iraq                | 1                      |
| 8      | Kenya               | 4                      |
| 9      | Malawi              | 5                      |
| 10     | Maldives            | 61                     |
| 11     | Mauritius           | 3                      |
| 12     | Namibia             | 1                      |
| 13     | Nepal               | 32                     |
| 14     | Nigeria             | 5                      |
| 15     | Papua New Guinea    | 2                      |

Contd...

| S. No. | Name of the Country | Number of Participants |
|--------|---------------------|------------------------|
| 16     | Solomon Islands     | 1                      |
| 17     | South Africa        | 2                      |
| 18     | South Sudan         | 5                      |
| 19     | Sri Lanka           | 10                     |
| 20     | Syria               | 5                      |
| 21     | Tajikistan          | 2                      |
| 22     | Tanzania            | 7                      |
| 23     | Tonga               | 1                      |
| 24     | Trinidad and Tobago | 2                      |
| 25     | Uganda              | 2                      |
| 26     | United States       | 2                      |
| 27     | Zambia              | 1                      |
| 28     | Zimbabwe            | 2                      |
|        | <b>Total</b>        | <b>166</b>             |

The titles of the international programmes are as follows:

#### ITEC Programmes

1. Leadership Development for Elected Representatives of Island Councils
2. Leadership Development for Local Elected Representatives, Women Development Council (WDC)

#### CICTAB Programme

1. International Training Programme on Role of Cooperative Institutions in Achieving Financial Inclusion
2. International Programme on Integrating

Cooperative Institutions for Rural Development

#### 2.1.11 Themes of Training Programmes

The programmes aim to facilitate sustainable rural development by integrating economic and environmental dimensions to empower rural people. Themes have been planned considering the capacity-building needs of development professionals in the context of emerging rural scenarios. The focus is on the effective planning and management of ongoing rural development flagship programmes, as well as the empowerment of PRI functionaries. The details of the theme-wise number of programmes organised during the year are presented in Table 2.7.

| Table 2.7: Theme-wise distribution of programmes |                                                   |                             |
|--------------------------------------------------|---------------------------------------------------|-----------------------------|
| S. No.                                           | Theme                                             | No. of Programmes Conducted |
| 1                                                | Building Responsive Administration                | 152                         |
| 2                                                | Community Empowerment                             | 380                         |
| 3                                                | e-Governance                                      | 283                         |
| 4                                                | Gender budgeting and Gender-responsive Governance | 18                          |
| 5                                                | GIS application                                   | 172                         |
| 6                                                | Innovation and Best Practices in RD               | 41                          |
| 7                                                | Making PRIs Effective                             | 105                         |
| 8                                                | Natural Resource Management                       | 30                          |
| 9                                                | Participatory Planning and Decentralisation       | 28                          |
| 10                                               | Poverty Reduction and Livelihoods                 | 437                         |
| 11                                               | Rural Micro-Enterprises                           | 130                         |
| 12                                               | Technology Transfer                               | 2                           |
| 13                                               | Transparency and Accountability in Governance     | 148                         |
|                                                  | <b>Total</b>                                      | <b>1926</b>                 |



### 2.1.12 Training Performance over the Years

The training performance during the past five years, starting from 2019-20, is depicted in Figure 2.2.

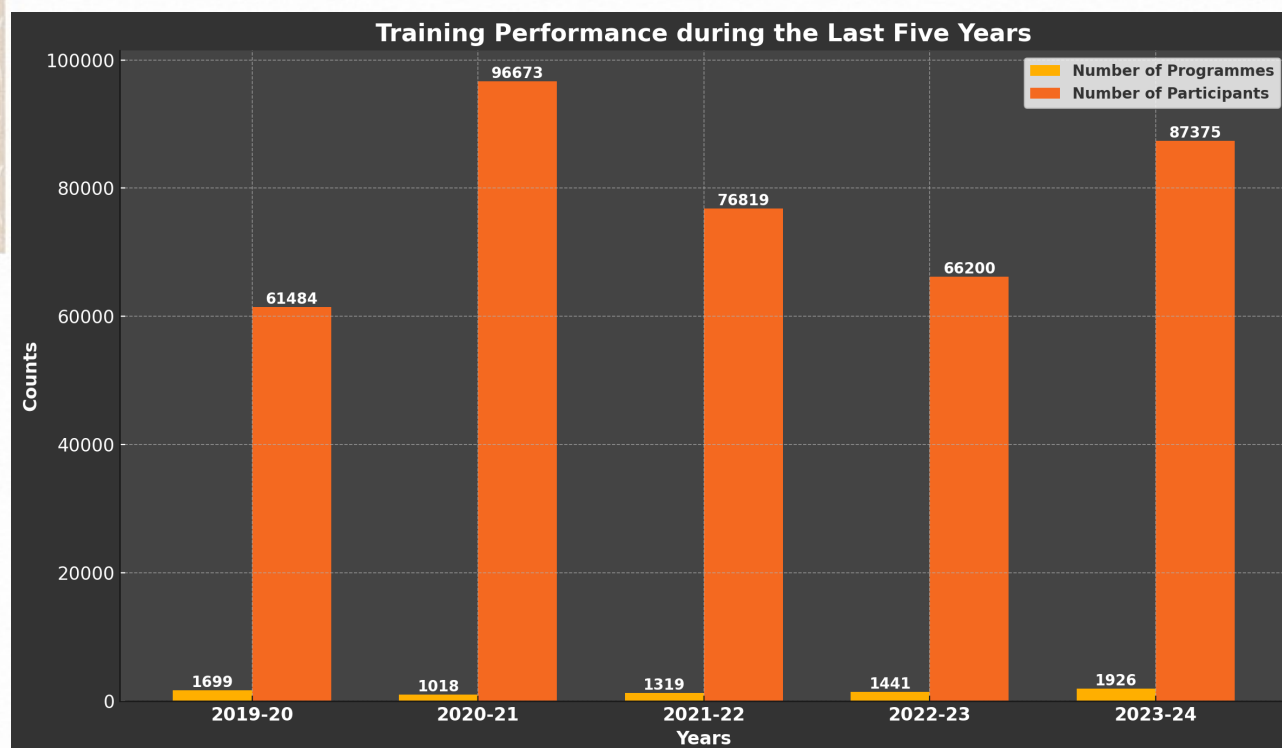


Figure 2.2: Training performance during the last five years

### 2.1.13 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 conducted with reference to components such as training design, content, training methods, training materials, and the effectiveness of speakers, to take corrective measures to improve the training programmes. The overall average score for the training programmes during 2023-24 was 88 per cent.

## 2.2. Networking with State Institutes of Rural Development (SIRDs) and Extension Training Centres (ETCs)

NIRDPR is mandated 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, which are mentioned below.

### 2.2.1 Colloquium with State Secretaries Incharge of RD&PR & Heads of SIRDs and Regional Meetings with SIRDs & ETCs

One of the significant functions of NIRDPR in relation to networking with SIRDs and ETCs is (a) convening the Annual National Colloquium with Heads of SIRDs, in which the Secretaries in charge of RD&PR are also invited, and (b) organising Regional Meetings with Heads of SIRDs & ETCs. While the Colloquium provides an overview of SIRD activities in general, the regional meetings with Heads of SIRDs & ETCs are intended to serve as a platform for detailed interaction and networking between NIRD, SIRDs, and ETCs. No National Colloquiums of SIRDs and ETCs were held during the current year.



## 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 central assistance is provided to SIRDPRs and ETCs for non-recurring expenditures for strengthening infrastructure, including campus development works, 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-northeastern states, 90 per cent of the recurring expenditure to the SIRDPRs in the northeastern states and three Himalayan states/UTs (J&K, HP and Uttarakhand). Additionally, 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. For ETCs, a maximum central assistance of Rs. 20 lakh per ETC per annum is provided for recurring expenditure, aimed at capacity building of RD&PR functionaries and PRI members. The Institute has been mandated to channel the funding support to SIRDs and ETCs by scrutinising the proposals and making SIRD-ETC-specific recommendations to MoRD to sanction funding support under the scheme. As part of

the scrutiny of proposals, the Institute assesses institutions based on their 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 assist states and SIRDPRs in providing training to RD&PR officials within their respective systems. 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 expanded the spectrum of training activities, as evidenced by the increase in the number of programmes organised and the coverage of clientele groups. With the launch of flagship programmes by MoRD and MoPR, as well as other centrally sponsored development schemes, the Institute conducts various training sessions on these initiatives for SIRDs and ETCs, along with specific programmes tailored to the needs and requests of the states. In 2023-2024, approximately 36,000 training programmes were organised, and about 40.42 lakh functionaries were trained by various SIRDs/ETCs.



*The resource persons and participants of the training programme on Strategies for Planning and Implementation of Carbon Neutral Villages jointly organised by NIRDPR\_NERC & SIRD, Meghalaya*



**Table 2.8: Details of State-wise Training Programmes conducted by SIRDPRs & ETCs during 2023-24**

| S. No | State/UT          | Training programmes conducted | Total No. of participants trained |
|-------|-------------------|-------------------------------|-----------------------------------|
| 1.    | Andhra Pradesh    | 2472                          | 208579                            |
| 2.    | Assam             | 7234                          | 354627                            |
| 3.    | Arunachal Pradesh | 78                            | 13025                             |
| 4.    | Bihar             | 878                           | 66567                             |
| 5.    | Chhattisgarh      | 188                           | 16357                             |
| 6.    | Goa               | 316                           | 12066                             |
| 7.    | Gujarat           | 279                           | 372224                            |
| 8.    | Haryana           | 237                           | 9466                              |
| 9.    | Himachal Pradesh  | 182                           | 16697                             |
| 10.   | Jammu & Kashmir   | 32                            | 754                               |
| 11.   | Jharkhand         | 105                           | 4583                              |
| 12.   | Karnataka         | 112                           | 406434                            |
| 13.   | Kerala            | 9054                          | 449142                            |
| 14.   | Madhya Pradesh    | 1832                          | 129360                            |
| 15.   | Maharashtra       | 987                           | 56489                             |
| 16.   | Manipur           | 55                            | 2100                              |
| 17.   | Meghalaya         | 123                           | 4500                              |
| 18.   | Mizoram           | 225                           | 15901                             |
| 19.   | Nagaland          | 75                            | 2594                              |
| 20.   | Odisha            | 2749                          | 1651730                           |
| 21.   | Punjab            | 275                           | 14975                             |
| 22.   | Rajasthan         | 184                           | 10670                             |
| 23.   | Sikkim            | 312                           | 15072                             |
| 24.   | Tamil Nadu        | 15                            | 4253                              |
| 25.   | Telangana         | 499                           | 16329                             |
| 26.   | Tripura           | 478                           | 13855                             |
| 27.   | Uttar Pradesh     | 7091                          | 210563                            |
| 28.   | Uttarakhand       | 575                           | 18610                             |
| 29.   | West Bengal       | 270                           | 11453                             |
|       | <b>Total</b>      | <b>36,034</b>                 | <b>40,42,408</b>                  |

### 2.2.5 Induction Programme to SIRDPRs/ETC Officials:

The SIRD/ETC Unit of CRTCN has also facilitated an Induction Programme for the

Faculty of SIRDs & ETCs, as well as other staff, in two batches. The first programme was held from 12<sup>th</sup> to 14<sup>th</sup> September 2023, and the second batch was held from 10<sup>th</sup> to 13<sup>th</sup> October 2023.

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## CHAPTER – 3

# RESEARCH AND POLICY ADVOCACY

### 3.1 Overview

Research is a core activity of NIRDPR, enabling the Institute to address evolving challenges in rural development and Panchayati Raj. Faculty members leverage their expertise to undertake research studies, action research, case studies, collaborative studies, and consultancy assignments for Ministries, State governments, and national and international agencies. Research efforts are guided by the objective of informing policy, improving programme implementation, and strengthening training content development.

At NIRDPR, research follows a structured multi-stage review process to ensure quality, relevance, and policy alignment. The **Policy Research Advisory Committee (PRAC)** recommends broad thematic areas and priority domains for research, aligning with national goals for rural development. Faculty members then develop proposals within these themes. Subsequently, the **Research Advisory Group (RAG)** evaluates the methodological soundness of the approach. The final review is conducted by the **Research Advisory Committee (RAC)**, comprising eminent external scholars, before formal approval is granted.

Following approval, the research studies adhere to a systematic quality assurance mechanism:

- An **Inception Workshop** is conducted at the beginning to finalise objectives, refine methodologies, and align stakeholder expectations.
- A **Mid-term Evaluation Workshop** is organised midway to assess progress, identify challenges, and recalibrate strategies if required.

- As part of the internal finalisation process, study findings are presented in a **Study Forum** to gather peer feedback and strengthen the final report.
- A **Dissemination Workshop** is organised after study completion to share key findings and policy recommendations with relevant stakeholders and policymakers.

### 3.2 Categories of Research

Research activities are classified into five categories: Research Studies, Case Studies, Collaborative Studies, Action Research, and Consultancy Studies. Action research initiatives provide deeper engagement with grassroots realities to inform policy innovations.

### 3.3 Research Studies Conducted in 2023-24

In 2023-24, the Institute conducted 55 research studies, comprising 32 ongoing studies from previous years and 23 new studies (**Annexure II**). A total of 35 (**Annexure III**) studies were completed during the year. Studies were conducted across Assam, Bihar, Chhattisgarh, Jharkhand, Karnataka, Kerala, Madhya Pradesh, Maharashtra, Odisha, Rajasthan, Tamil Nadu, Telangana, Uttar Pradesh, and West Bengal, among other states. Since the duration of research studies spans multiple financial years, the studies completed during the year under reference comprise those initiated in previous years, as well as some taken up in the current year. According to the time frame, 15 studies are still ongoing.



### 3.3 Key Research Highlights and Policy Recommendations

#### Solid Waste Management in Rural Areas:

The study revealed that “waste to wealth” models could meet only about 15–20 per cent of the operational costs of solid waste management units. Sustainable waste management in rural areas requires rationalised infrastructure, effective user charge collection, and prudent cost management. Policy recommendations emphasise instituting differential user charges based on waste generation and the need for State governments to provide critical gap funding to gram panchayats.

#### Impact of ICDS on Child Nutrition in Uttar Pradesh:

Despite high utilisation of services under ICDS, the study found limited improvement in child nutrition outcomes, reflecting persistent underlying socioeconomic and health determinants. Policy suggestions include integrating WASH (Water, Sanitation, and Hygiene) interventions, enhancing the effectiveness of the Public Distribution System (PDS) with a focus on dietary diversity, and adopting an entitlement-based approach to empower women and improve intra-household nutrition equity.

#### Gender-Friendly Gram Panchayat Development Plans:

Research highlighted the potential of gram panchayats in advancing gender equality through inclusive governance. Policy recommendations include strengthening leadership and mentorship programmes for elected women representatives, institutionalising gender-responsive budgeting practices, developing women-friendly infrastructure, and embedding gender priorities within the GPDP framework.

#### Sustainable Biodiversity Management in Meenangadi Panchayat, Kerala:

The study showcased how integrating

biodiversity conservation with rural livelihoods can build climate resilience. It is recommended that panchayats prepare a biodiversity vision aligned with the Nature Futures Framework (NFF) and incorporate it into GPDPs to achieve sustainable development outcomes that ensure food, energy, and ecological security at the local level.

#### Geo-Spatial Planning for Panchayat Development in Assam:

The application of GIS-based resource mapping significantly strengthened evidence-based planning at the panchayat level. Recommendations emphasised institutionalising geospatial data systems, enhancing training on GIS technologies for panchayat officials, and scaling spatial planning practices for transparent, accountable, and scientific resource management.

#### Execution of GPDP through eGramSwaraj Portal:

The case study from Panikhaiti gram panchayat, Assam, identified partial convergence of schemes and underutilisation of integrated online financial management systems. Policy recommendations include strengthening convergence planning across schemes, ensuring full adoption of e-Governance practices, and organising regular capacity-building programmes for panchayat staff.

#### Performance of PMEGP in the North-Eastern Region:

The study highlighted challenges in post-loan support, marketing access, and technological upgradation under the PMEGP scheme. It recommended establishing strong post-credit support systems, enhancing entrepreneurial capacity building, facilitating marketing linkages, and promoting greater participation of women entrepreneurs.

#### Community-Driven Menstrual Health Initiatives:

Successful initiatives in Assam and Nagaland demonstrated the effectiveness of community-led models for promoting menstrual hygiene.

Policy recommendations emphasised adopting a social entrepreneurship approach, building local production and distribution networks, and fostering multi-stakeholder partnerships, including schools, SHGs, and district administrations.

#### Participatory Planning in Kulimathur Gram Panchayat, Tamil Nadu:

The case study identified strong local leadership, structured community mobilisation, and inclusive decision-making as key factors for successful participatory planning. It recommended institutionalising participatory methods, such as Mahila Sabhas, Bala Sabhas, and structured Gram Sabha consultations, for strengthening grassroots governance.

#### Telangana ku Haritha Haaram Programme:

The evaluation highlighted the role of political commitment, convergence among departments, and mandatory survival monitoring in achieving increased green cover. Replication of such multi-departmental convergence models, establishment of village nurseries, and integration of green budgeting practices were recommended for other states.

#### Palle Pragathi and Vaikunta Dhamam Initiatives:

The Palle Pragathi programme significantly improved sanitation infrastructure, waste management, and dignified facilities for last rites. Recommendations include ensuring regular fund flow, promoting asset maintenance through community engagement, and strengthening accountability mechanisms for sustainable rural development outcomes.

#### Implementation of Social Audit in Meghalaya:

The Meghalaya Social Audit Act faced delays in operationalisation due to weak interdepartmental coordination. Policy suggestions include involving stakeholders early in the planning phase, prioritising capacity building, creating social audit guidelines across schemes, and setting phased, realistic timelines for operational rollout.

#### Evaluation of Uttar Pradesh Social Audit Sanghatan (UPSAS):

While social audits contribute to increased transparency and grievance redressal, structural issues, such as inadequate funding, HR policy gaps, and administrative dependencies, limit their overall impact. Recommendations call for strengthening the independent functioning of social audit units, ensuring the presence of independent observers, expanding grievance redressal coverage, and regularising field facilitation norms.

#### Assessment of Rural Development Training Institutions:

Performance assessments of SIRDs and ETCs revealed governance, human resource management, and sustainability as key weaknesses. Strategic recommendations include leadership development programmes, diversified funding mechanisms, robust quality assurance frameworks, and strengthened internal governance to enhance the effectiveness of rural development capacity-building systems.

### 3.4 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 of the themes focused on in the year 2023-24 were Panchayati Raj and Self-Help Groups, as well as PRIs. Two action research studies were conducted in 2023-24, with one study being completed. The details of the studies are presented in **Annexure IV**.

**Action Research on 100+ Clusters Development Project:** Implemented across 311 GPs in 11 states, the project demonstrated that institutional strengthening through repetitive training, handholding support, and community mobilisation significantly improved GPDP quality. State governments should independently adopt cluster-based GP capacity-building models, with NIRDPR serving as a



knowledge partner and mentor. Institutional support and handholding should be sustained over multiple planning cycles to achieve a meaningful transformation of grassroots governance. Voluntary, community-driven actions must be integrated into GPDP strategies for greater ownership and sustainability.

### 3.5 Consultancy Studies

NIRDPR continues to be a preferred partner for research and evaluation studies commissioned by government ministries, state governments, and international organisations. Key clients include the Ministry of Rural Development (MoRD), Ministry of Panchayati Raj (MoPR) under RGSA, Ministry of Agriculture (Government of Uttarakhand), Departments of Rural Development from various states (including Jharkhand and Andhra Pradesh), Department of Environment and Forest (Arunachal Pradesh), Society for Elimination of Rural Poverty (SERP), UNICEF, and the Indian Council of Social Science Research (ICSSR).

In 2023–24, the Institute undertook five new consultancy studies in addition to 12 ongoing studies initiated in previous years. A total of five consultancy studies were successfully completed during the year, covering diverse themes across states such as Andhra Pradesh, Arunachal Pradesh, Assam, Goa, Gujarat, Haryana, Himachal Pradesh, Jharkhand, Kerala, Madhya Pradesh, Odisha, Sikkim, Tamil Nadu, Tripura, Uttar Pradesh, Uttarakhand, as well as one pan-India study.

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

#### Time and Motion Study of Mahatma Gandhi NREGS Tasks

*Conducted in Chhattisgarh, Andaman & Nicobar Islands, Uttar Pradesh, Madhya Pradesh, Mizoram, Andhra Pradesh, and Telangana)*

This study standardised the estimation of labour productivity rates (Schedule of Rates - SoR) across multiple states under the Mahatma Gandhi NREGS framework. Using field-based time and motion data, new rates were developed, factoring in local agro-ecological conditions, seasonality, and human physical capabilities.

#### Key Highlights:

- State-specific SoRs were revised based on actual task performance rates, ensuring fair and accurate wage calculation for rural workers.
- Labour productivity coefficients were established for different worker categories (e.g., aged workers, female workers), thereby enhancing equity in wage assessment.
- The standardised methodology promoted uniformity in defining work outputs across states, reducing disparities and inconsistencies.

#### Policy Recommendations:

- States should officially adopt the revised SoRs and integrate them into the SECURE software platform used for the Mahatma Gandhi NREGS project estimation and wage payments.
- The labour performance coefficients can guide budgeting and work allocation processes, improving transparency and worker satisfaction.

#### Impact Assessment of Mahatma Gandhi NREGS Assets in Jharkhand:

*(Evaluation of Category B and C assets created during 2018–2021)*

This study assessed the impact of Mahatma Gandhi NREGS-funded assets—such as plantations, soil moisture conservation structures, and livestock shelters—on the livelihoods of beneficiaries across 24 districts in Jharkhand.

### Key Highlights:

- Beneficiaries reported notable increases in land productivity, vegetable cultivation, and household incomes following asset creation.
- Soil conservation and water harvesting assets significantly contributed to enhanced agricultural resilience.
- Female-headed households had access to fewer assets, indicating a gender gap in asset distribution.

### Policy Recommendations:

- Strengthen convergence between Mahatma Gandhi NREGS and line departments, such as agriculture, horticulture, fisheries, and animal husbandry, to optimise asset utilisation.
- Conduct local-level capacity-building programmes to create awareness about the broader entitlements and asset maintenance practices under the Mahatma Gandhi NREGS.
- Introduce support infrastructure, such as cold storage, livestock collection points, and improved market connectivity, to maximise the livelihood impacts of the created assets.

### Third-Party Evaluation of Rashtriya Krishi Vikas Yojana (RKVY) Projects in Andhra Pradesh

*(Assessment of projects implemented during 2015–16 and 2016–17)*

This independent evaluation assessed the performance and outcomes of agricultural projects funded under the RKVY scheme, with a focus on their relevance, effectiveness, and sustainability.

### Key Highlights:

- Projects supported under RKVY contributed to increased crop productivity, improved irrigation coverage, and the adoption of innovative farming practices in several districts.
- Many beneficiaries reported better access to agricultural inputs, training, and market linkages as a result of RKVY interventions.
- However, challenges such as underutilisation of assets, weak post-project support, and delays in fund disbursement were observed in some cases.

### Policy Recommendations:

- Strengthen post-project handholding mechanisms, including capacity-building and extension services, to ensure the sustainability of project outcomes.
- Enhance beneficiary selection processes and project monitoring frameworks to improve efficiency and impact.
- Institutionalise participatory planning involving farmers' groups and community-based organisations in the RKVY project design and implementation.

### Conclusion

NIRDPR's research and policy advocacy activities in 2023-24 contributed to evidence-based policymaking, programmatic innovations, and strengthening of rural governance systems. Going forward, the Institute will continue to prioritise action-oriented research with a strong policy focus, ensuring its work remains aligned with national rural development goals.

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## CHAPTER – 4

# NRLM RESOURCE CELL

### 4.1 Introduction

National Rural Livelihoods Mission (NRLM) has evolved into a “Livelihood Approach” in 2011 from the earlier “Thrift and Credit 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 established a dedicated and sensitive support structure, from the national to the sub-block level, to facilitate the development of high-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

The NRLM Resource Cell (NRLM-RC), Hyderabad, was established in 2013, and the NRLM-RC Guwahati was established in 2015, with grant support from NRLM. The main objectives of the NRLM-RC are

- Strengthening the implementation of DAY-NRLM through capacity building of SRLMs by arranging implementation support from the NRLM Resource Cell, and
- Facilitating the continuous flow of trained national, state, district, and field resource professionals from the NRLM Resource Cell to all the SRLMs and MoRD as per requirement.

### 4.1.1 Key Responsibilities of NRLM-RC:

In addition to meeting the capacity building requirements of SRLMs, i.e., by supporting SRLM training programmes in the states through the deployment of NRPs, NRLM-RC also supports NMMU in developing new training modules and materials, conducting monitoring and evaluation research studies, creating digital tools and financial applications, and developing best practices and case study materials. 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 the 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.

### 4.2 Programme Achievements during the Year 2023-24

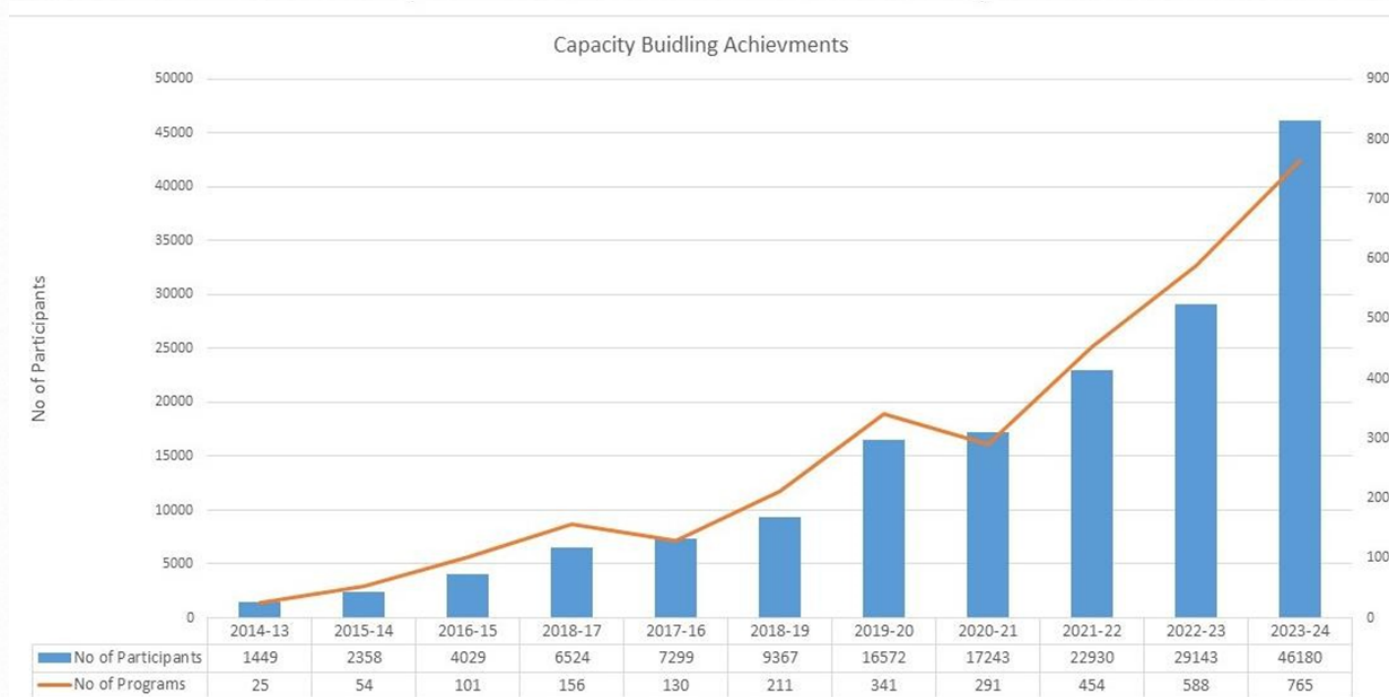
In 2023-24, the NRLM Resource cell organised a remarkable 765 programmes, surpassing the previous year’s impressive total of 589. This 36 per cent increase demonstrates NRLM-RC’s unwavering commitment to expanding its reach and impact across rural India. NRLM-RC’s dedication to delivering

impactful training and capacity-building initiatives is further reflected in the 72 per cent increase in participant numbers. A total of 46,180 participants were trained throughout the year, translating to an average of 168 participants managed every working day.

This substantial growth signifies NRLM-RC's ability to effectively engage a wider audience and equip them with the necessary capacity-building needs to achieve the overall objectives of DAY-NRLM & MoRD. We are pleased to report a significant rise in participation in the CB initiative, led by NRLM-RC, from several states

and UTs, including Lakshadweep, Dadra Nagar Haveli, Ladakh, the Andaman & Nicobar Islands, and all states from the Northeastern region. However, the outreach and capacity-building initiatives have been lower in bigger states like Madhya Pradesh, Odisha, West Bengal, and Bihar.

The cumulative progress of the NRLM-RC, indicating the year-wise capacity-building achievements, including the number of programmes conducted and participants trained from its establishment to 31<sup>st</sup> March 2024, is presented below.



**Cumulative Progress of the NRLM resource Cell (June 2013—March 2024)**

### 4.3 Important Themes of the Programmes during the Year 2023-24

The important theme-wise training programmes and workshops conducted by DAY-NRLM-RC from April 2023 to March 2024 are as follows:

#### a. Institution Building & Capacity Building (IBCB)

i. Induction training programmes for newly

recruited staff of SRLMs:

- ii. Demonstration Training of Visioning Module
- iii. Training on MCLF – Business Development, HR, Governance and AAP
- iv. CBO Books & Records, Financial Management and Audit Training
- v. Domain Competency Programme of MoRD Officials.
- vi. Writeshop on PRI- CBO Convergence



- vii. ToT on Establishment of Grading System at CBO Level
- viii. ToT on Sub-committee
- ix. National Level Write-Shop on Module preparation for Master Trainers for PRI- CBO Convergence.
- x. Support SRLMs in vision-building training and developing vision documents.
- xi. Hand-holding support to SRLMs in developing BDPs and rolling out AAPs.
- xii. Bylaws preparation of the Cooperative Act in tune with the registration of CLF under it.

#### b. Social Inclusion and Social Development (SISD)

- i. Training on Mainstreaming Gender concepts and integration strategy
- ii. Training on Mainstreaming FNHW and

integrating FNHW interventions under DAY-NRLM

- iii. Training programs on Mainstreaming Social Inclusion intervention under DAY- NRLM

#### c. Financial Inclusion

- i. Orientation training-cum exposure visit under Financial Inclusion for bank officials and officials from the State
- ii. District-level Bankers' Orientation Training Programme on SHG Bank Linkages and Enterprise Financing
- iii. ToT on Staff Orientation-cum-Refresher training on DAY-NRLM Financial Inclusion
- iv. Induction Training for Bank Sakhi Cadre
- v. Orientation-cum-field support on Dual Authentication Activation process

#### *Glimpses of various traing programmes*





#### d. Farm Livelihoods

- i. Induction and Orientation on Farm Livelihoods.
- ii. Training for State Resource Persons and Community Resource Persons
- iii. Agro Ecological Practices
- iv. Producer Groups and Producer Enterprises
- v. Integrated Farming Clusters
- vi. Sub Sectors

#### e. Non-Farm Livelihoods

- i. Training programme on Branding, Packaging, and Marketing of rural products of women-led enterprises.
- ii. Orientation on food processing Enterprises under PMFME for CRP
- iii. Training program on Lakhpati Didi Initiatives for Identified Master trainers (NRPs) and Community Resource persons.
- iv. Training on Preparation of Business Development Plan/ DPRs for Micro Enterprise under Non-Farm Livelihoods
- v. Training programme on Start-Up Village Entrepreneurship programme under non-farm Livelihoods
- vi. Induction Training program for newly recruited staff under Farm & Non-Farm Livelihoods
- vii. Training on Leaf Plate making under non-farm livelihoods in collaboration with Rural Technology Park (RTP)

#### f. MIS

- i. Capacity building programmes on the LokOS application for SRLM officials and Community e-Bookkeepers
- ii. To ensure the successful application use, NRLM-RC provided capacity-building programmes for SRLM officials and

Community e-Bookkeepers, who are the primary users of LokOS.

#### 4.4 Key Achievements and Impactful Initiatives during F.Y. 2023-24

Apart from capacity-building programmes, NRLM-RC has also supported NMMU and 17 SRLMs in preparing proposals, detailed project reports, scoping studies, and appraisals of proposals, particularly in organic marketing, livestock, value chain development, Producer groups and producer enterprises, integrated farming clusters, and subsectors. NRLM-RC has supported the documentation of best practices under farm livelihoods in A&N SRLM. The following are the key achievements of DAY-NRLM-RC for the year 2023-24.

- Supported rolling out of the LokOS application across the NE states with the empanelment of new 37 NCRPs in the MIS theme.
- Support to NMMU in rolling out in Lakhpati Didi initiative in all states.
- The National Workshop on CBO Grading supported 16 states in conducting the grading exercise effectively.
- A writeshop on Module Preparation for PRI-CBO Convergence was organised in collaboration between MoRD & MoPR.
- Supported Punjab SRLM in the bylaws preparation of CLFs to register under the Cooperative Act of the state.
- Trained 350 Krishi Sakhis/ Pashu Sakhis in Agro-Ecological Practices & Livestock management.
- Supported A & N SRLM for documentation of success stories under Farm & Non-Farm
- New empanelment of NCRPs in the MIS thematic area.

The following are a few impactful initiatives of DAY-NRLM-RC in 2023-24.





- **National Rollout of Lakhpatri Didi Initiative:** Lakhpatri Didi Initiative was launched Nationwide, and Training for state-level trainers on Lakhpatri Didi was initiated.
- **SAKHI (LoKOS) Application Development:** Supported NMMU in field testing various modules of the updated SAKHI (LoKOS) application to ensure its functionality and effectiveness.
- **MIS Theme Expertise:** Filled the resource gap for the MIS Theme by empanelling NCRPs for the NE Region.
- **Financial Inclusion Cadre Policy:** Collaborated with Meghalaya in developing a state-specific policy for a dedicated Financial Inclusion Cadre.
- **Social Inclusion Strategy for Sikkim:** Supported Sikkim SRLM in finalising their State Operational Strategy for promoting social inclusion of Persons with Disabilities (PwDs) and the elderly population.
- Conducted National Workshops on PRI-CBO convergence.
- Strengthened gender equality and FNHW strategies at the state level.
- Equipped RSETI Directors (Rural Self-Employment Training Institutes) with enhanced leadership skills.
- Developed a pool of master trainers for LoKOS across all four NRO states.
- Supported NMMU and Andaman & Nicobar SRLMs (State Rural Livelihoods Missions) in documenting successful farm livelihood interventions.
- Conducted capacity-building programmes on crucial sub-sectors like Honey & Beekeeping, Millets, Spices, Backyard Poultry & Livestock, and Moringa cultivation.
- Trained women-led enterprises on effective branding, packaging, and marketing of their rural products.
- Explored a few successful enterprises/agencies as exposure visit sites for providing practical orientation & hands-on training experience to the participants during the Farm and Non-Farm Training Programmes at NIRDPR, Hyderabad. (Forest College, DoPR, PJTSAU, ALEAP & Agri Ghar Services Pvt. Ltd)
- Seventeen Gender Module Sub-topics and four Gender Training Session Plans were translated into Hindi from English.
- Conducted Training of Trainers on the establishment of the Grading System of CBOs in collaboration with NMMU-MoRD for seven states at Guwahati and graded nine CBOs under Meghalaya SRLM during the field-testing process.

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## CHAPTER – 5

# INNOVATIVE SKILLING AND LIVELIHOODS

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

The DDU-GKY Cell at the Centre for Skills & Jobs, NIRDPR, is responsible for carrying out the core activities associated with the implementation of this programme as the Central Technical Support Agency (CTSA) of MoRD. As a CTSA, NIRDPR oversees the implementation of the DDU-GKY programme across 17 states and three Union Territories in the country.

NIRDPR conducts various activities as a CTSA, which include monitoring and evaluation, training and capacity building, and developing and maintaining a robust MIS. Further, NIRDPR is also a National Resource Organisation (NRO) for DDU-GKY. The details of the activities of the DDU-GKY Resource Cell of NIRDPR are as follows:

Some of the key performance statistics about activities of the M&E team of DDU-GKY at NIRDPR are detailed in the following sections:

### 5.1 Monitoring and Evaluation Activities

Monitoring and Evaluation (M&E) is crucial for achieving programme and policy priorities, particularly in an environment focused on delivering results. Continual monitoring, through

an effective monitoring regimen, can verify whether activities are undertaken according to plan and in an efficient manner. A suitable monitoring system also provides policymakers with information from monitoring and evaluation systems to assess their programmes' overall performance in achieving the desired results.

The M&E team of the DDU-GKY Cell at NIRDPR is responsible for carrying out the core activities of the CTSA of MoRD for the DDU-GKY. As a CTSA, NIRDPR monitors DDU-GKY program implementation across 20 states and UT under the banners of Himayat (in J&K) and DDU-GKY in the rest of the country. In the role of CTSA, NIRD is primarily responsible for the following activities:

- At least three inspections of each active Training Centre in a year
- Project's performance reviews with the states/MoRD
- Training and capacity building of the stakeholders
- Collect required data/information from SRLM/SDM on behalf of MoRD
- Highlighting performance/non-performance and areas of improvement to the state and escalating to MoRD
- Attending Regional Review Meetings and CxO Meets
- Implementation and Handholding of ERP (Kaushal Bharat) to all stakeholders across the country
- Providing the non-compliance report on the inspections conducted by NIRDPR to states and MoRD.



- Performance reports to the states every quarter.

In addition, NIRDPR, as NRO, has the following activities:

- Support the states by analysing gaps in implementation, and the solutions to be taken up were recommended
- Research and Evaluation
- Innovation/pilot project in the states
- SOP Upgradation

A snapshot of the team's achievement during the year 2023 -24 in some of these areas is

presented in the following section under the following heads:

- Inspections of Training Centres done – 1624
- Physical Placement Verifications -2676
- Number of Training Programmes delivered by M&E - 41
- State/PIA Performance Review Meetings Participated/Conducted - 161

**5.1.1 Inspections of Training Centres:** As per the SoPs and DDUGKY guidelines, each of the active training centres is to be verified, covering all the active batches three times a year.

**Table 5.1: Training Centre Inspections Conducted and Advisories (Apr 2023 – Mar 2024)**

| State/UT        | CTSA Inspections Conducted | Advisories     |                 |            |
|-----------------|----------------------------|----------------|-----------------|------------|
|                 |                            | Raised by CTSA | Resolved by PIA | %          |
| A & N Islands   | 10                         | 16             | 10              | 62%        |
| Andhra Pradesh  | 288                        | 1810           | 1480            | 82%        |
| Assam           | 116                        | 1313           | 617             | 47%        |
| Bihar           | 108                        | 686            | 410             | 59%        |
| Gujarat         | 49                         | 300            | 251             | 84%        |
| Haryana         | 86                         | 1078           | 814             | 76%        |
| Jammu & Kashmir | 43                         | 2270           | 1125            | 50%        |
| Jharkhand       | 118                        | 1077           | 775             | 69%        |
| Karnataka       | 59                         | 490            | 410             | 84%        |
| Kerala          | 129                        | 1087           | 914             | 84%        |
| Meghalaya       | 23                         | 247            | 82              | 33%        |
| Manipur         | 7                          | 97             | 37              | 38%        |
| Punjab          | 127                        | 750            | 612             | 82%        |
| Puducherry      | 15                         | 55             | 40              | 73%        |
| Rajasthan       | 102                        | 951            | 746             | 78%        |
| Sikkim          | 22                         | 205            | 142             | 69%        |
| Tamil Nadu      | 227                        | 2367           | 2018            | 85%        |
| Telangana       | 0                          | 0              | 0               | 0%         |
| Tripura         | 30                         | 431            | 330             | 77%        |
| West Bengal     | 65                         | 1122           | 662             | 59%        |
| <b>Total</b>    | <b>1624</b>                | <b>16352</b>   | <b>11475</b>    | <b>64%</b> |

During FY 2023-24, 1,624 inspections were conducted, and 16,352 non-compliances & advisories were raised by the Project Officers. Of these, 11,475 (or 64%) were resolved by the PIA, and several others are in the process of closure. On the advice of CTSA, alerts, show-cause notices, and penalties were issued by SRLM to the non-compliant PIAs for not following the guidelines while running the Training Centre and implementing DDUGKY.

**5.1.2 Placement Verifications:** As per the procedure defined in the guidelines and SoP, during the current year, a total of 2676 placement samples have been verified by the team in the 20 states and UT. More than 100 samples have been verified in Rajasthan (723), Bihar (243), Kerala (234), Punjab (230), Tamil Nadu (188), Jharkhand (182), Assam (146) and Haryana (102). The majority of the candidates are employed in the four metropolitan cities of Hyderabad, Chennai, Bangalore and Coimbatore. Samples verification takes, on average, 9-10 days.

**Table 5.2: No of sample Placement Verifications conducted between April 2023- March 2024**

| State/UT        | Placement Verification for (NIRDPR Samples) |
|-----------------|---------------------------------------------|
| A & N Islands   | 11                                          |
| Andhra Pradesh  | 80                                          |
| Assam           | 146                                         |
| Bihar           | 243                                         |
| Chhattisgarh    | 0                                           |
| Gujarat         | 84                                          |
| Haryana         | 102                                         |
| Jammu & Kashmir | 0                                           |
| Jharkhand       | 183                                         |
| Karnataka       | 36                                          |
| Kerala          | 234                                         |
| Maharashtra     | 0                                           |
| Manipur         | 18                                          |
| Meghalaya       | 86                                          |
| Odisha          | 0                                           |
| Punjab          | 230                                         |
| Puducherry      | 13                                          |
| Rajasthan       | 723                                         |
| Sikkim          | 42                                          |
| Tamil Nadu      | 188                                         |
| Telangana       | 99                                          |
| Tripura         | 28                                          |
| West Bengal     | 88                                          |
| SRLM Samples    | 42                                          |
| <b>Total</b>    | <b>2676</b>                                 |



**5.1.3 Participation in Performance Reviews:** The project officers attend the monthly/quarterly PIA performance review meeting conducted by SRLMs and share their observations and suggestions/advisories for the betterment of the programme. The CTSA HQ team attends the

quarterly review meeting of SRLM, conducted by MoRD, in addition to theme-wise review meetings that include assessments, placements, updates on the Kaushal Bharat portal, and data migration-related issues.

**Table 5.3: No. of PIA Performance Review Meetings conducted/attended between April 2023- March 2024**

| State/UT        | No. of PIA Performance Review Meetings Conducted/ Attended |
|-----------------|------------------------------------------------------------|
| A & N Islands   | 3                                                          |
| Andhra Pradesh  | 30                                                         |
| Assam           | 7                                                          |
| Bihar           | 10                                                         |
| Gujarat         | 10                                                         |
| Haryana         | 10                                                         |
| Jharkhand       | 7                                                          |
| Jammu & Kashmir | 8                                                          |
| Karnataka       | 12                                                         |
| Kerala          | 8                                                          |
| Meghalaya       | 4                                                          |
| Manipur         | 2                                                          |
| Punjab          | 9                                                          |
| Rajasthan       | 8                                                          |
| Sikkim          | 5                                                          |
| Tamil Nadu      | 12                                                         |
| Telangana       | 0                                                          |
| Tripura         | 8                                                          |
| West Bengal     | 5                                                          |
| Puducherry      | 3                                                          |
| <b>Total</b>    | <b>161</b>                                                 |

During FY 2023-24, the CTSA team attended a total of 161 review meetings and, as required, provided support in the form of capacity-building and training programmes on various aspects of the SoP, programme guidelines, and MoRD notifications.

**5.1.4 Standard Operating Procedure for Captive Employment:** The DDUGKY Resource Cell

supported the MoRD in developing Standard Forms and Standard Operating Procedures (SOPs) for captive employment during FY 2023-24. The M&E team from the Resource Cell supported MoRD in testing the Captive Employment Module of the Kaushal Bharat portal.

**5.1.5 Tracer Study:** The DDUGKY resource cell conducted an impact evaluation of the skilling programme using a tracer study approach. As part of the study, 100 candidates who had completed one year of employment after the training and placement, hailing from Andhra Pradesh (25), Bihar (25), Jammu & Kashmir (25), and Kerala (25), were interviewed, and their experiences were recorded using a case study format. The candidates, on average, worked for 3.3 years after the skills training, during which their earnings increased by 24 per cent per annum, rising from Rs. 12,000 per month to Rs. 18,000 per month. Candidates reported the role played by trainers and soft skills training in shaping their careers. Word of mouth turned out to be the most common mode of programme advocacy.

**5.1.5 CEO Conclave:** A conclave of CEOs/COOs and SMDs of SRLMs/SSDMs for DDUGKY was hosted by NIRDPR along with MoRD at the India Habitat Centre, New Delhi, on 31st January 2024. The conclave was chaired by the Director General, NIRDPR and facilitated by the Joint Secretary (Skills), and attended by CEOs/COOs and SMDs of SRLMs/SSDMs, MoRD officials, a team from the DDUGKY Resource Cell, and RSETI. The theme of the conclave was 'Gearing up for 2.0' and the agenda of the one-day meeting included (i) Introspection on the key learnings from DDU-GKY 1.0; (ii) Orientation by MoRD on DDU-GKY 2.0, (iii) Strategic visioning on the contours of DDU-GKY 2.0 and (iv) Deliberations and action planning for the roll out of DDU-GKY 2.0. The key learnings from DDU-GKY 1.0 were discussed, followed by an orientation on key aspects of DDU-GKY 2.0, along with action planning for the rollout of DDU-GKY 2.0, which is scheduled for FY 2024-25.

**5.1.6 Online Job Portal for DDUGKY:** To support the PIAs in providing employment to the trained candidates, an online job portal named 'Rozgar Manch' was developed during the year. Rozgar Manch is a free platform provided by the National Institute of Rural Development and Panchayati Raj to facilitate employment opportunities for candidates trained under the DDU-GKY scheme. NIRDPR acts solely as a facilitator via portal management, and the respective employers directly provide the vacancies listed on the website. The vacancies listed on 'Rozgar Manch' are notified by employers, who provide job requirements along with the number of jobs available, minimum qualifications, job location, salary, perks, and other relevant details. A total of 52 job roles from 16 companies/organisations, with a total of over 4,000 jobs, were uploaded to the online job portal during the year.

## 5.2 Training & Development

The Training & Development Division of DDU-GKY RC at NIRDPR undertakes capacity-building-related activities for the stakeholders in the DDU-GKY. The division, in line with this task, has organised training, workshops & capacity building activities on different thematic areas catering to the needs of the different stakeholders of DDU-GKY. These activities have helped the smooth functioning of the scheme during the financial year.

The table below provides a summary of the capacity-building programmes conducted during the financial year and their outreach.

|                                              |                        |
|----------------------------------------------|------------------------|
| Total Capacity Building Programmes Conducted | 58                     |
| Total Participants                           | 2286                   |
| No. of States Participated                   | 30 (2221 Participants) |
| No. of UTs Participated                      | 2 (65 Participants)    |



Table 5.4 provides state-wise participation in the above programmes delivered throughout the year.

| Table 5.4: State/UT-wise Participation |                     |               |                     |
|----------------------------------------|---------------------|---------------|---------------------|
| State/UT                               | No. of Participants | State         | No. of Participants |
| Andaman & Nicobar Islands              | 20                  | Manipur       | 95                  |
| Andhra Pradesh                         | 29                  | Meghalaya     | 16                  |
| Arunachal Pradesh                      | 13                  | Mizoram       | 35                  |
| Assam                                  | 82                  | Nagaland      | 82                  |
| Bihar                                  | 65                  | Orissa        | 34                  |
| Chhattisgarh                           | 18                  | Puducherry    | 6                   |
| Delhi                                  | 59                  | Punjab        | 20                  |
| Gujarat                                | 27                  | Rajasthan     | 44                  |
| Haryana                                | 183                 | Sikkim        | 31                  |
| Himachal Pradesh                       | 28                  | Tamil Nadu    | 120                 |
| Jammu & Kashmir                        | 75                  | Telangana     | 137                 |
| Jharkhand                              | 62                  | Tripura       | 48                  |
| Karnataka                              | 56                  | Uttar Pradesh | 133                 |
| Kerala                                 | 173                 | Uttarakhand   | 6                   |
| Madhya Pradesh                         | 47                  | West Bengal   | 364                 |
| Maharashtra                            | 32                  | Others*       | 146                 |

Table 5.5 provides a quick view of the key training programmes delivered, the number of programmes on each theme delivered in FY 23-24, the number of participants, and information on the target audience.

| Table 5.5: Details of Programmes Delivered |                                                                   |                      |                        |                                    |
|--------------------------------------------|-------------------------------------------------------------------|----------------------|------------------------|------------------------------------|
| S. No.                                     | Title of the Programme                                            | Number of Programmes | Number of Participants | Audience                           |
| 1                                          | Placement Procedure in DDU-GKY                                    | 9                    | 381                    | SRLMs, PIAs                        |
| 2                                          | Kaushal Bharat Modules                                            | 8                    | 321                    | PIAs, SRLMs                        |
| 3                                          | Financial Procedure & PFMS in DDU-GKY                             | 7                    | 177                    | PIAs, SRLMs                        |
| 4                                          | Project Closure Procedure in DDU-GKY                              | 6                    | 433                    | SRLMs, PIAs                        |
| 5                                          | Orientation Programs for Officials on DDU-GKY/ Additional Targets | 6                    | 287                    | SRLMs                              |
| 6                                          | Quality Management in DDU-GKY                                     | 5                    | 154                    | PIAs                               |
| 7                                          | Centre Management in DDU-GKY                                      | 4                    | 123                    | PIAs                               |
| 8                                          | Assessment & Certification Procedure in DDU-GKY                   | 3                    | 97                     | SRLMs, PIAs                        |
| 9                                          | Training IT Platform e-SOP                                        | 3                    | 130                    | PIAs                               |
| 10                                         | Due Diligence & Inspection                                        | 2                    | 54                     | SRLMs, PIAs                        |
| 11                                         | PACE Course Navigation                                            | 2                    | 48                     | PIA Trainers                       |
| 12                                         | Rozgar Manch Master Class                                         | 1                    | 33                     | Prospective Employers, SRLM & PIAs |
| 13                                         | Write shop on Coffee Table Book of DDU-GKY                        | 1                    | 31                     | SRLMs & CTSA                       |

### 5.3 Management Development Programme for Senior & Middle-Level Officials of SRLM working in the DDU-GKY and DDU-GKY M&E Team

In collaboration with CPGS&DE, Management Development Programmes were

conducted during the year to upskill the officials working in the DDU-GKY ecosystem. The brief details of the MDP programmes conducted during the year are shown in the table below.

**Table 3: Details of the MDP Conducted**

| S. No. | Title of the Programme                                                    | Number of Programmes | Number of Participants | Audience                                                                                                                  |
|--------|---------------------------------------------------------------------------|----------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------|
| 1      | Management Develop Programme for Senior & Middle Level Officials of SRLMs | 2                    | 30                     | SRLMs Senior & Middle Level Officials in DDU-GKY from Manipur, Tripura, Meghalaya, Jharkhand, Rajasthan & Andhra Pradesh. |
| 2      | Management Develop Programme for the M&E Team of DDU-GKY                  | 1                    | 24                     | M&E Team of DDU-GKY                                                                                                       |

The DDU-GKY Resource Cell, in collaboration with CPGS&DE, conducted two five-day Management Development programmes during the financial year. These management development programmes aimed to foster collective managerial growth among personnel engaged in the DDU-GKY at various levels. Officials from Manipur, Tripura, Meghalaya, Jharkhand, Rajasthan, and Andhra Pradesh, as well as the M&E Team, benefited from the MDP programme. The major subjects that were covered in these MDPs were:

- Strategic Management of Anti-Poverty Programme
- Gender Sensitisation
- Leadership Excellence and Interpersonal Effectiveness
- Data Analytics and Analysis of Big Data
- Digital Media Applications
- Psychosocial Issues and Work-life Balance
- Case Studies and Good Practices in Skilling Programmes
- Sensitisation on Transgender
- Marketing of the DDUGKY
- Team Building and Conflict Management
- Vulnerable and Strategies to deal with vulnerable groups
- Field visits to companies practising good skilling modules

#### *Glimpses of the MDP Programme*



Contd...





#### 5.4 Handholding to the SRLMs by deputing NIRDPR Resource Persons for their Capacity Building Programmes

DDU-GKY has provided necessary support to

the SRLM by deputing resource persons for the training/workshops conducted by the SRLM at their level. The brief of support through resource persons to the state during FY23-24 is shown in Table 4.

Table 4: Details of the State Programme supported by DDU-GKY Resource Person

| S. No. | Theme                                 | Number of Programmes | Number of Participants | The state/UT where the programme is conducted                                            |
|--------|---------------------------------------|----------------------|------------------------|------------------------------------------------------------------------------------------|
| 1      | Kaushal Bharat Modules                | 12                   | 425                    | Himachal Pradesh, Gujarat, Rajasthan, Sikkim, Assam, Puducherry, West Bengal, Telangana. |
| 2      | Quality Management in DDU-GKY         | 3                    | 157                    | Gujarat, Sikkim, Haryana                                                                 |
| 3      | Financial Procedure & PFMS in DDU-GKY | 2                    | 59                     | Gujarat                                                                                  |
| 4      | Counselling Certification Workshop    | 1                    | 70                     | Tripura                                                                                  |
| 5      | Project Closure Procedure in DDU-GKY  | 1                    | 37                     | Manipur                                                                                  |
| 6      | Due Diligence & Inspection            | 1                    | 34                     | Gujarat                                                                                  |
| 7      | Centre Management in DDU-GKY          | 1                    | 32                     | Haryana                                                                                  |



### 5.5 Validation Workshop of Empirical Study on Soft Skills & English Course in DDU-GKY

The DDU-GKY Resource Cell conducted an empirical study on the duration of the English & soft skills course in DDU-GKY for FY 2022-23. The study was conducted by external experts, and a workshop was organised with subject matter experts and stakeholders of DDU-GKY (SRLM, PIA) on 9<sup>th</sup> July 2023, to validate the study's findings. In this workshop, external subject

matter experts – Dr Anish K (for soft skills) and Ms Sowmya Sundaram (for English) presented their study findings to the representatives of the SRLMs, PIAs, and MoRD officials. In this workshop, the officials from SRLMs, PIAs & MoRD provided their inputs on the study done by experts. Their inputs were incorporated into the study by experts, and the final draft was submitted and presented to the Ministry. In total, 17 officials from SRLMs/PIAs/MoRD participated in the workshop.

*Glimpses of the Validation Workshop*



### 5.6 Rural Self-Employment Training Institutes (RSETI) Project

The RSETI project of MoRD, GoI, aims to mitigate several socio-economic problems, including rural poverty, unemployment among rural youth, underemployment of agricultural labourers, and migration of rural populations to

urban centres. The vision and mission of MoRD are 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 establishing RSETI infrastructure. NIRDPR is responsible for receiving and processing Grant-in-Aid request proposals from various banks sponsoring RSETIs, recommending the proposals to MoRD for sanction, conveying the Ministry's sanctions to the banks, and releasing the funds to the sponsoring banks for the construction of RSETI buildings. NIRDPR guides the RSETIs in obtaining undisputed possession of land for building construction, assists the RSETIs' sponsor banks in resolving various issues related to land allotment by district or state authorities, and also helps in securing 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.

### 5.6.1 Progress of Achievement as of 31<sup>st</sup> March 2024

As of 31<sup>st</sup> March 2024, there are 601 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 located across the country. Construction of RSETI buildings has been completed in 350 districts, while construction is in progress in 38 districts.

During the financial year 2023-24, the construction of 15 RSETIs was completed. The construction of RSETIs commenced in 18 districts, viz.: Theni and Tirupur in Tamil Nadu; Siddipet in Telangana; Dhalai, South Tripura, and Kumarghat in Tripura; Bareilly, Amroha, and Azamgarh in Uttar Pradesh; Gaya and Nawada in Bihar; Narmada in Gujarat; Alappuzha in Kerala; Akola, Buldhana, Dhule, and Nanded in Maharashtra; and Sawai Madhapur in Rajasthan.

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## CHAPTER – 6

# ACADEMIC PROGRAMMES

NIRDPR has initiated academic programmes aimed at developing a new generation of rural development management professionals in the country. The Institute launched a one-year residential Post-Graduate Diploma in Rural Development Management (PGDRDM) in 2008. In 2010, the Institute expanded its offerings by introducing distance education programmes, starting with a one-year Post-Graduate Diploma in Sustainable Rural Development (PGD-SRD). This was followed by the introduction of a Post-Graduate Diploma in Tribal Development Management (PGD-TDM) in 2012 and a Post-Graduate Diploma in Geospatial Technology Applications in Rural Development (PGD-GARD) in August 2014, all of which are AICTE-approved. Subsequently, the Institute received AICTE approval in 2018 to offer a two-year full-time Post-Graduate Diploma in Management-Rural Management (PGDM-RM). Additionally, in the year 2018, the Institute collaborated with the University of Hyderabad to launch the Diploma Programme on Panchayati Raj Governance and Rural Development (DP-PRGRD).

### 6.1 Regular Post-Graduate Diploma Programmes

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

The 20<sup>th</sup> batch of the PGDRDM programme, comprising 31 students, commenced in August 2022 and successfully completed in July 2023. All students are successfully placed in rural development organisations like AISECT, APYSS, Dalmia Foundation, ICICI Foundation, MP-SRLM, Rajasthan-SRLM and Uttarakhand SRLM.

The 21<sup>st</sup> batch of one-year PGDRDM commenced in October 2023 with a total enrollment of 24 students. The students were selected through group discussion, followed by a personal interview. These students are from different parts of India, specifically eight from Central India, seven from South India, seven from East India, and two from North India. As of 31<sup>st</sup> March, 2024, the first two trimesters have been completed, and the third/final trimester will be completed by September 2024.

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

The fourth batch of PGDM-RM, comprising 18 students, commenced in August 2021 and successfully completed the programme in June 2023. All students are placed in reputed rural development organisations, viz. BAIF, ICICI Foundation, MP-SRLM, and Odisha Livelihoods Mission.

The fifth batch of PGDM-RM, which commenced in August 2022 and comprises 20 students, is continuing their sixth-trimester project work. All students are placed in reputed rural development organisations, such as Grant Thornton, Solidaridad, BAIF, Drishtee, NRLM, SarvaGram, and Uttarakhand SRLM.

The sixth batch of the PGDM-RM commenced from October 2023 with 12 students. The students were selected from different parts of India, viz., one from Central India, five from South India, and six from East India. As of 31<sup>st</sup> March 2024, the students are undergoing Trimester Two courses.



## a. Rural Organisational Internship for PGD-RDM and PGDM-RM Programmes

A rural Organisational Internship, for a duration of eight weeks, was organised for PGDRDM Batch-21 and PGDM-RM Batch-6 students in February 2024 to provide hands-on experience to the students on hardcore problems of rural society and its dynamics. The field attachment component focuses on institutions, organisational structures, organisational culture, management systems, human resource development, finance, production processes, marketing, and value addition, among other aspects.

The fieldwork was undertaken with organisational attachments to ICICI Foundation, UPSRLM, Chhattisgarh SRLM, NIRDPR-DDUGKY, Telangana Social Audit, Kudumbshree, UPSRLM, SERP Telangana, NDDB-MRIDA, Grant Thornton, Haryana SRLM, Rajasthan SRLM, NIRDPR-RTP, RYSS, NCVET, and Solidaridad.

## b. Campus Placements of Batch-20 PGDRDM Programme

The Institute takes credit for 100 per cent placement for the students of Batch 20 of the PGDRDM programme, who graduated from the Institute in August 2023. The placements were provided to all 24 students in the following eight organisations: AISECT, AP-RYSS, Dalmia Foundation, ICICI Foundation, MP-SRLM, Rajasthan-SRLM and Uttarakhand SRLM.

## c. Campus Placements of PGDM-RM – Batch-5 Programme

The Institute takes credit for 100 per cent placement of students from the PGDM-RM Batch 5 programme, who graduated from the Institute in August 2023. The placements were provided to all students in BAIF, Drishtee, Grant Thornton, NRLM, SarvaGram, Solidaridad and Uttarakhand SRLM.

## 6.2 Distance Education Programmes

### 6.2.1 Post Graduate Diploma in Sustainable Rural Development (PGDSRD)

The 18-month AICTE-approved PGDSRD Batch 15 programme (distance mode) commenced in November 2023 with an enrollment of 88 students. First-semester contact classes were conducted from 9<sup>th</sup> to 12<sup>th</sup> January 2024. Currently, the students are continuing with their 1<sup>st</sup> semester, and exams are scheduled for April 2024.

### 6.2.2 Post Graduate Diploma in Tribal Development Management (PGDTDM)

The 18-month AICTE-approved PGDTDM Batch 12 commenced in November 2023 with an enrollment of 19 students. The contact classes were conducted from 9<sup>th</sup> to 12<sup>th</sup> January 2024.

Currently, the students are continuing with the 1<sup>st</sup> semester, and exams are scheduled for April 2024.

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

The 18-month AICTE-approved PGDGARD Batch 8 commenced in November 2023 and is currently in progress, with 66 students enrolled. The contact classes were conducted from 22<sup>nd</sup>-30<sup>th</sup> January 2024. Currently, students are continuing with the 1<sup>st</sup> semester, and exams are scheduled for April 2024.

### 6.2.4 Diploma Programme on Panchayati Raj Governance and Rural Development (DP-PRGRD)

The DP-PRGRD Batch-5 programme for one year started in November 2023 with the enrolment of 27 students. The contact classes were conducted from 17<sup>th</sup> to 19<sup>th</sup> January 2024. The students are continuing with the 1<sup>st</sup> semester, and exams are scheduled for April 2024.



### 6.3 Convocation Ceremony of Regular Post-Graduate Diploma Programmes

The convocation of the regular Post-Graduate Diploma Programmes was conducted on 29<sup>th</sup> September 2023. Honourable Minister of State for Rural Development, Government of India, Sadhvi Niranjana Jyoti graced the occasion as Chief Guest, Prof. M. Jagadesh Kumar, Chairman, University Grants Commission, Government of India, graced the occasion as the

Guest of Honour and Dr G. Narendra Kumar, Director General, NIRDPR, presided over the function. One hundred ninety-seven students of PGDRDM and PGDM-RM programmes were awarded Diplomas in the convocation ceremony. The top three meritorious students across the batches were awarded gold, silver, and bronze medals. The Best Performing international In-Service students were awarded the DG's Medal of Best Performing International In-Service Award.

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## CHAPTER – 7

# ADMINISTRATION

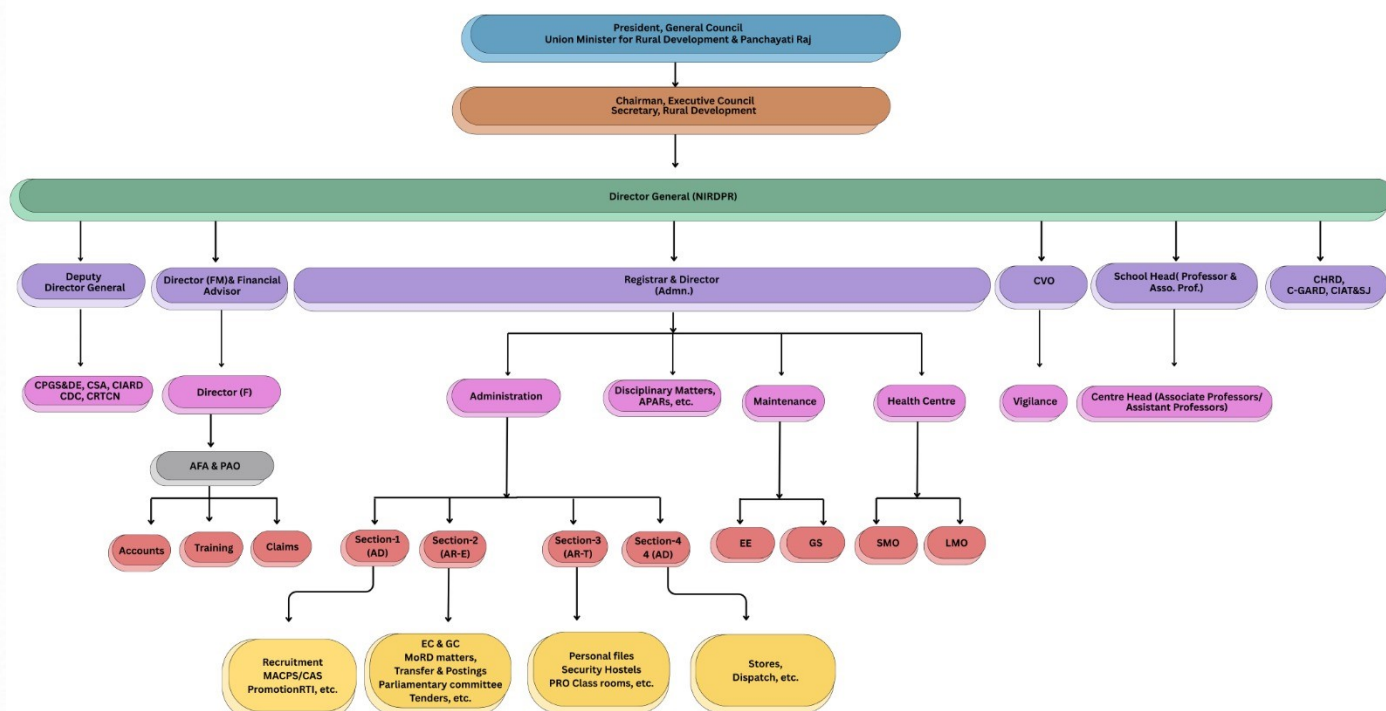
### 7.1 Administration

The Administration wing of NIRDPR supports and facilitates faculty members in undertaking training, research, and consultancy activities of the Institute, as well as 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 set-up is depicted in the following Chart:

Chart 1: Organogram



## General Council

The General Council is presided over by the Honourable 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 the efficient management and administration of the Institute's affairs, including nominating members of the Executive Council, etc. The constitution of the General Council for the year 2023-24, as of 31<sup>st</sup> March 2024, is at **Annexure VIII**.

## 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 2023-24, as on 31<sup>st</sup> March 2024, is at **Annexure IX**.

## Academic Council

The Academic Council handles matters related to research and training, including the finalisation of the Annual Calendar for training programmes and research programmes of the Institute. The composition of the Academic Council is given in **Annexure X**.

## Functional Centres of NIRDPR

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 the 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)<br>Centre for Gender Studies and Development (CGSD)<br>Centre for Equity & Social Development (CESD)<br>Centre for Agrarian Studies (CAS)<br>Centre for PG Studies and Distance Education (CPGS&DE)                                                    |
| 2.                           | Rural Livelihoods and Infrastructure      | Centre for Wage Employment and Livelihoods (CWE&L)<br>Centre for Rural Infrastructure (CRI)<br>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)<br>Centre for CSR, Public Private Partnership and People's Action (CC, PPP & PA)<br>Centre for Good Governance & Policy Analysis (CGG&PA)<br>Centre for Rural Marketing and Promotion of Rural Products, Enterprise and Development (CRMPPED) |
| 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)<br>Centre for Innovations and Appropriate Technologies for Skills and Jobs (CIAT&SJ)                                                                                                                                           |
| 7.                           | Accountability and Transparency (A&T)     | Centre for Social Audit (CSA)<br>Centre for Internal Audit in Rural Development (CIARD)                                                                                                                                                                                                             |
| Professional Support Centres |                                           | Centre for Development Documentation & Communication (CDC)<br>Centre for Information & Communication Technology (CICT)<br>Centre for Research & Training Coordination and Networking (CRTCN)                                                                                                        |



## General Administration

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

The Administration 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 2023-24:

| Meeting                             | Date       | Venue               |
|-------------------------------------|------------|---------------------|
| 137 <sup>th</sup> Executive Council | 15.06.2023 | Through Hybrid mode |
| 138 <sup>th</sup> Executive Council | 16.10.2023 | Through Hybrid mode |
| 139 <sup>th</sup> Executive Council | 17.01.2024 | Through Hybrid mode |

## 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 the Workplace (Prevention, Prohibition, and Redressal) Act, 2013, an Internal Complaints Committee (ICC) was constituted at the Institute, headed by a senior female faculty member. During this period, no complaints of sexual harassment were 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, to provide information and ensure transparency. The NIRDPR website offers details of mandatory disclosures as mandated 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 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 the year 2023-24, 404 RTI applications and 16 appeals on various issues were received and disposed of in accordance with established procedures. The RTI applications mainly pertain to projects, educational programmes, service matters, court matters, recruitment, publications, and appeals, among others.

### Staff Details

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

**Table 7.2: Manpower of Academic and Non-Academic Staff**

| I.       | Academic Post |        |         |            |           |                   |                                 |
|----------|---------------|--------|---------|------------|-----------|-------------------|---------------------------------|
| Category | SC (1)        | ST (2) | OBC (3) | Others (4) | Total (5) | Ex-Servicemen (6) | Women out of the Total Strength |
| Group-A  | 6             | 2      | 13      | 24         | 45        | -                 | 14                              |
| Group-B  | 1             | -      | -       | 1          | 2         | -                 | -                               |
| Total    | 7             | 2      | 13      | 25         | 47        | -                 | 14                              |

Contd...

| II.                     | Non-Academic Posts |        |         |            |           |                   |                                 |
|-------------------------|--------------------|--------|---------|------------|-----------|-------------------|---------------------------------|
| Category                | SC (1)             | ST (2) | OBC (3) | Others (4) | Total (5) | Ex-Servicemen (6) | Women out of the Total Strength |
| Group-A                 | 4                  | 1      | -       | 7          | 12        | -                 | 3                               |
| Group-B                 | 11                 | 4      | 10      | 19         | 44        | -                 | 15                              |
| Group-C                 | 7                  | 4      | 26      | 37         | 74        | 1                 | 17                              |
| Group-C (Re-Classified) | 26                 | 5      | 12      | 19         | 62        | 1                 | 12                              |
| Total                   | 48                 | 14     | 48      | 83         | 192       | 2                 | 47                              |
| Grand total             |                    |        |         |            | 239       |                   |                                 |

A large number of Group C & Re-classified Group-C employees were given benefits, including sanctioned loans for higher studies/marriage of their children, at very low interest rates from the Institute's benevolent fund.

During the period from April 2023 to March 2024, Senior Fellows were appointed on a tenure basis. The Institute, from time to time, also recruits temporary staff for various projects.

### Important Events Organised by the Institute in 2023-24

The Institute celebrates Independence Day and Republic Day every year. Several activities, like the march past and cultural programmes and games, were organised. As a step towards fostering good relations with other countries, the Institute also felicitates international participants who are part of various training programmes at different centres of the Institute. Important events, such as the birth anniversaries of Mahatma Gandhi and Dr B.R. Ambedkar, are also celebrated by NIRDPR employees along with their family members. Gandhi Jayanti was observed at the Institute on 2<sup>nd</sup> October, 2023.

### 7.2 Documentation and Communication

The Institute has a Professional Support Centre, known as the Centre for Development

Documentation and Communication (CDC), with five subdivisions: Documentation, Library, Publication, Official Language, and Audio-visual. To provide information support to the Institute's research and training activities, as well as to other members of the development community, the CDC is engaged in identifying, collecting, and documenting rural development literature for practical and broader dissemination. A rich collection of information resources in the form of print and non-print versions, 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 to effectively disseminate information on rural development to stakeholders.

#### 7.2.1 Library

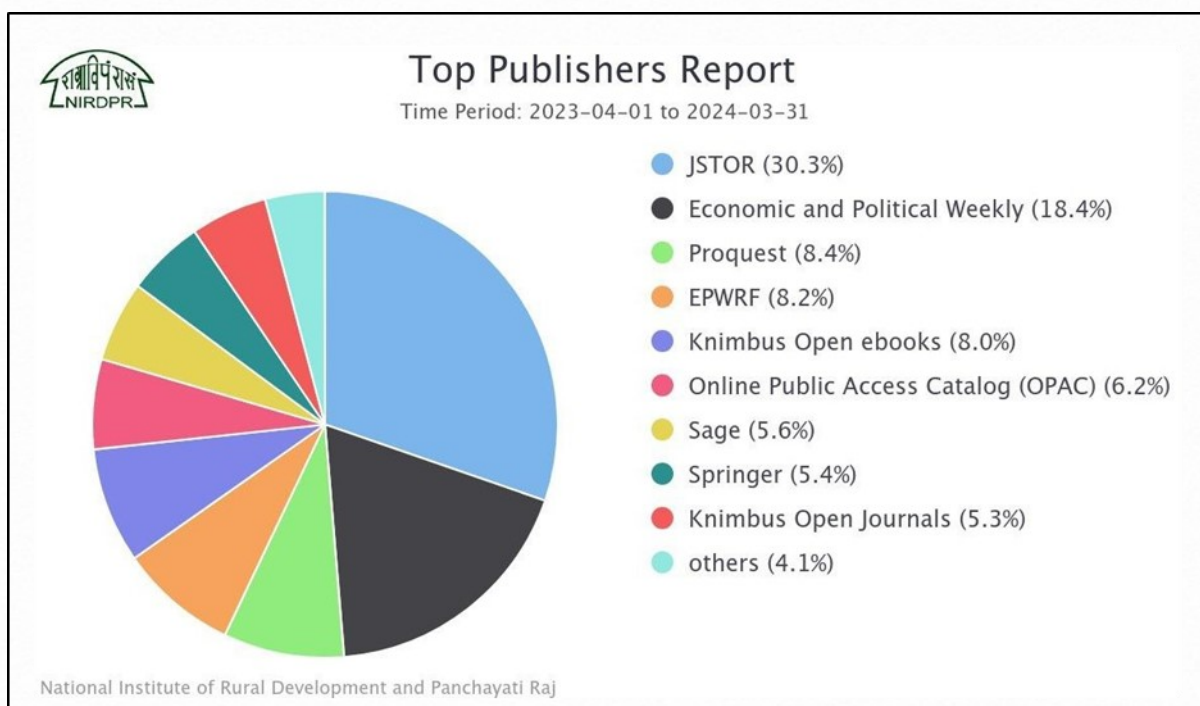
In the fiscal year 2023-24, the Institute added 445 new books, including those in Hindi, to its collection. The CDC's total collection now stands at 1,15,458 books. Additionally, the Institute maintains a separate collection of Hindi books for participants and staff, regularly updating this section as needed and in response to demand.



## E-Resources

During the 2023-24 period, the Library's engagement with various publishers was diverse and robust. According to the Top Publishers Report for the period from 1<sup>st</sup> April 2023 to 31<sup>st</sup> March 2024, JSTOR emerged as the most utilised resource, accounting for 30.3% of the total usage. This was followed by the Economic and Political Weekly, which represented 18.4% of the usage. Other significant resources included ProQuest

(8.4%), EPWRF (8.2%), and Knimbus Open eBooks (8.0%). The Online Public Access Catalogue (OPAC) accounted for 6.2%, while Sage and Springer contributed 5.6% and 5.4%, respectively. Knimbus Open Journals also had a notable presence, accounting for 5.3%. Collectively, these resources highlight the Library's extensive and diverse collection, which caters to the varied needs of its users and supports a wide range of academic and research activities.



## Programmes Conducted by the Library

**1. NIRDPR Book Fair 2024:** The NIRDPR Library organised a two-day Book Fair 2024 from 28<sup>th</sup> to 29<sup>th</sup> February 2024. Dr G. Narendra Kumar, IAS, Director General, NIRDPR, inaugurated the event, organised at the Dr B.R. Ambedkar Block on the Institute's campus. Dr Jyothis Sathyapalan, Prof. & Head, CDC, Shri Manoj Kumar, Registrar & Director (Admin), and staff

from various sections & centres of the Institute attended the inaugural ceremony.

A total of 11 publishers and stockists, including Taylor & Francis, SAGE Publishing, Willy, Orient Blackswan, Cambridge University Press, Elsevier, and others, participated in the Book Fair. Nearly 5000 books were put on display for the perusal of faculty, non-academic staff and students.



**2. Library Talks:** The Library section hosted the following programmes:

- i. Orientation program titled "How to Use Knimbus NIRDPR Digital Library" on 31<sup>st</sup> October 2023.
- ii. Library talk on "India: Mother of Democracy" on 20<sup>th</sup> February 2024.



## 7.2.2 Documentation

The quality of information is the backbone and an essential aspect of any institution. The Documentation section gathers important information from various sources and makes it available to the faculty and research staff as needed. The documentation centre maintains the DMS (Document Management System) and provides bibliography on demand to our esteemed faculty members for the completion of their projects.

The list of activities handled by the Documentation section for the year 2023-24 is given below.

- **PIB NEWS:** Compilation of RD news received from PIB on a daily basis.
- **DMS Uploads:** Thirty-two books written by faculty members were uploaded to DMS. Additionally, 672 documents were successfully uploaded to the DMS, including training manuals, research papers, presentations, and handouts.
- **Social Media Handling of NIRDPR:** The NIRDPR shared content related to national events, training programmes, coverage of visits by eminent personalities, participation in important rural development events, SARAS Melas, and recruitment notifications on its social media platforms from time to time.
- **Training on DMS:** Organised one-day training for the Training Managers on the working of the DMS software.

## 7.2.3 Information Dissemination - Publications

The Institute has a mandate to disseminate information on rural development. In fulfilling its mandate, the Institute regularly brings out a quarterly journal, a monthly newsletter, and 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. The following journals and periodicals were published by NIRDPR this year.

**1. 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 fields of rural development and decentralised administration. With impressive circulation within and outside the country, it is one of the most sought-after journals by the academic community, rural development administrators and planners. Seven issues of JRD (Vol. 41.2, 41.3, 41.4 & 42.1, 42.2, 42.3 & 42.4) were brought out during the year.



**2. 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 news on faculty development, case studies, interviews with rural development practitioners, success stories, visits and delegations – both Indian and foreign – to the Institute, and cover stories on topics related to rural development, among other topics. 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 been launched. Since May 2021, the Pragati Newsletter has been shifted to WordPress, a desktop and mobile-compatible, mobile-responsive and user-friendly digital publishing platform. Twelve issues of Pragati e-Newsletter Nos. 335 to 346 from April 2023 to March 2024 were brought out during the year.

**3. Research Reports:** A total of six research reports were published in the current year. The titles of the reports are:

1. Engagements of Civil Society Organisations with Social Audit Unit of Jharkhand: A Case Study
2. Examination of the Reasons for the Failure to Prepare District Plans and Implement Them - Learnings for Policymaking
3. Status of Implementation and Governance Challenges of PESA Act in Extremist-Affected Areas: A Study in Chhattisgarh
4. An Assessment of Service Delivery Governance Issues and Challenges in Implementation of Pradhan Mantri Awas Yojana –Gramin (PMAY-G): FMA and SET Approach
5. Study on Psychosocial Health of Women Liberated and Non-Liberated from Manual Scavenging in India

6. Evaluation of Society for Social Audit Accountability and Transparency (SSAAT), Telangana

**4. Other Reports:** In addition to the above publications, the following reports were published this year.

1. Research Highlights 2021-22
2. Research Highlights 2022-23
3. In Search of Excellence in Rural Transformation: The Mann Ki Baat Stories
4. Resource book for menstrual health
5. Training manual for menstrual health

## 7.2.4 Official Language (OL)

During the reporting year, steps were taken to implement the government of India's official language policy comprehensively, as per the guidelines provided by the Rajbhasha Vibhag, New Delhi, from time to time. Some of the important features in the implementation of the Official Language Policy are given below:

**1. Compliance with Section 3(3) of the Official Languages Act:** The Institute is striving to fully comply with Section 3(3) of the Official Languages Act. The name of the Institute is displayed in Telugu, Hindi and English at the main gate. All nameboards, noticeboards, and signboards of the Institute are bilingual. Documents covered under Section 3(3) of the Official Languages Act were issued in bilingual Hindi and English forms. Apart from this, 20 forms prevalent in the Institute were also made bilingual, and all these forms are now uploaded to the website.

**2. 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 pages, including faculty schedules, course materials, RTI letters, PowerPoint presentations, Office Orders, Circulars, the Pragati Newsletter, Training Brochures, Annual Reports, Annual Accounts, Training Calendars, etc.



**3. Official Language Implementation Committee Meetings:** As per the directions of Rajbhasha Vibhag, meetings were organised in each quarter, and decisions were made on various issues related to the progressive use and implementation of Hindi.

**4. Hindi Salahkaar Committee Meeting:** The meeting of the Hindi Advisory Committee was

held on 12<sup>th</sup> September 2023, in New Delhi, under the Chairmanship of Hon'ble Union Minister of Rural Development and Panchayati Raj wherein Hon'ble Minister of State for Rural Development, Consumer Affairs, Food and Public Distribution attended the meeting, besides Director General, NIRDPR, Secretary, Joint Secretary and other officers of the Ministry of Rural Development.



**5. NIRDPR Celebrates Hindi Fortnight and Hindi Diwas:** The Institute observed Hindi Fortnight from 14<sup>th</sup> to 28<sup>th</sup> September 2023. The Hindi Fortnight celebrations began in Pune on 14<sup>th</sup> September 2023 with Hindi Day and the Third All-India Conference, organised by the Department of Official Language, Ministry of Home Affairs, New Delhi. The officials from the Official

Language section represented the Institute at the event in Pune.

Hindi Diwas was observed at the Institute on 20<sup>th</sup> October 2023. The event was chaired by Dr G. Narendra Kumar, IAS, Director General of NIRDPR, who oversaw the proceedings and awarded prizes to the top performers in the competitions held for this occasion.



**Dr G. Narendra Kumar, IAS, DG, NIRDPR launching the Translation portal**



**6. Technical Hindi workshops under the aegis of the Town Official Language Implementation Committee:** NIRDPR serves as the coordinating office for the Town Official Language Implementation Committee-2, Hyderabad. During the reporting year, technical Hindi

workshops were organised in three Central Government offices: National Research Centre on Meat, Chengicherla; Indian Oil Seeds Research Institute, Rajendranagar; and Directorate of Poultry Research, Rajendranagar, under the auspices of the Institute.



**7. Meeting of Town Official Language Implementation Committee-2:** The Town Official Language Implementation Committee-2 meeting, held in Hyderabad on 26<sup>th</sup> September 2023, was convened at the Council for Social Development (CSD), Rajendranagar, Hyderabad. It was chaired by Dr G. Narendra Kumar, IAS,

Director General, NIRDPR. On this occasion, Professor Sujit Kumar Mishra, Director of CSD-Hyderabad, Dr K.B.R.S. Visharda, Director of the ICAR- Indian Institute of Millets Research, Smt. Bela, Deputy Director (OL), Hindi Teaching Scheme and Smt. Anita Pandey, Assistant Director (OL) & Member Secretary, were present.



**8. Hindi Workshops:** The following important workshops were conducted during the year 2023-24.

- i. Workshop on Unicode
- ii. Workshop for Re-classified Group 'C' staff
- iii. Training on Google Bard
- iv. Display of 'Learn a Hindi word with meaning' every day, and 'Hindi quotation' are done regularly on all the notice boards of the office premises at NIRDPR, Hyderabad.



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## CHAPTER – 8

# FINANCE AND ACCOUNTS

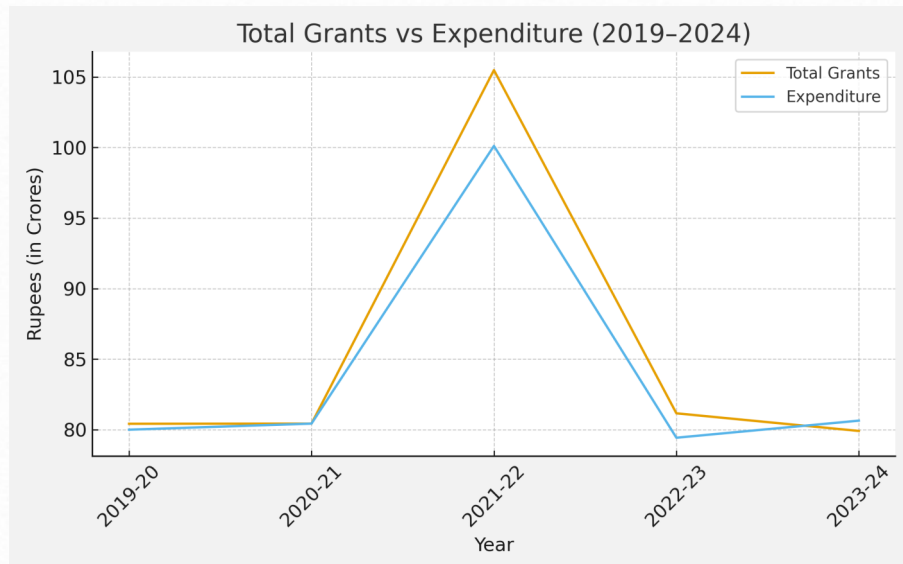
NIRDPR is a central autonomous body funded by the Ministry of Rural Development for all its activities. Every year, in accordance with the approved budget, the Ministry releases grants under the Salaries and General Heads. Grants are also released for specific capital expenditures, based on proposals from NIRDPR and as per requirements. The Finance and Accounts Division of the Institute is entrusted with the functions of budgeting, Pay & Accounting of funds, preparation of Annual Accounts, etc. The Institute follows a double-entry system, with the financial year commencing on April 1 and concluding on March 31 each 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

the core activities of the Institute, including capacity building, research, development, seminars & conferences, the Rural Technology Park, publications, subscriptions to journals, library maintenance, and other recurring & non-recurring expenditures. In addition to the above, NIRDPR also receives funds from various Programme Divisions of MoRD to spearhead various flagship programmes of the Government of India in the rural sector, like Deen Dayal Upadhyaya Grameen Kaushal Yojana (DDUGKY), PMKSY, SoEPR, TISPRI, MoRD, Mahatma Gandhi NREGA, capacity building under Social Audit, NRLM, etc. Funds are also received from various Ministries, State governments, and International bodies of the United Nations, among others, for research, impact assessment, and capacity building, which are tailored to the specific requirements of the funding agencies.

For the financial year 2023-24, the expenditure of the Institute is Rs. 80.64 crore, against which Grants released were to the tune of Rs. 79.91 crore with OB of Rs. 1.72 crore. The following is a graphical presentation of grants released and expenditure incurred over the past five years.

| (Rupees in Crores) |              |             |
|--------------------|--------------|-------------|
| Year               | Total Grants | Expenditure |
| 2019-20            | 80.42        | 80.00       |
| 2020-21            | 80.43        | 80.43       |
| 2021-22            | 105.48       | 100.11      |
| 2022-23            | 81.16        | 79.43       |
| 2023-24            | 79.91        | 80.64       |





## NIRDPR Corpus Fund

The Corpus Fund of NIRDPR was established in 2008-09 with the approval of the Executive Council (EC) in its 105<sup>th</sup> meeting held on 21<sup>st</sup> August 2008. The Corpus Fund Amendment Rules, 2021 and Corpus Fund Investment Policy were approved in the 132<sup>nd</sup> Executive Council Meeting held on 01<sup>st</sup> July 2021. The Corpus Fund Rules outline the operation and management of the Fund, specifying its objectives, sources, applications, and management, among other details. The primary objective of the Fund is to secure the long-term financial stability of the Institute. As of 31<sup>st</sup> March 2024, the Corpus Fund stood at Rs. 498.93 crore as against Rs. 458.21 crore as on 31<sup>st</sup> March 2023. 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. 80.64 crore during 2023-24.

**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 shall comprise 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 the 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 operational management of the Fund is delegated to CFMC by EC.

Accordingly, in response to the Institute's request to nominate a member to the NIRDPR CFMC, MoRD nominated Shri Shailesh Kumar, Director (Finance), MoRD and Shri Pradeep Kumar, Deputy Secretary, Training Division, MoRD. For identifying experts in investment banking, several candidates were considered based on their 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 Competent Authority to be nominated to the Committee.

## Other Funds Maintained by NIRDPR

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

- a. **The Benevolent Fund was also approved in the same EC Meeting for providing staff welfare measures, including children's education loans & marriage loans for Group C staff, as well as one-time financial assistance to the families of deceased staff, among other benefits.** The main source of the fund is the fixed portion of the net savings/income of the Institute from consultancy projects and interest earned on the investments of the Fund. The balance of the Funds as on 31<sup>st</sup> March 2024 was Rs. 2.27 crore.



- b. The Building Fund was approved at the 63rd EC Meeting held on 20<sup>th</sup> April 1989, primarily for undertaking the infrastructural development of the Institute using funds earmarked for this purpose. The balance of the Fund as of 31<sup>st</sup> March 2024 was Rs. 18.43 crore.
- c. The Provident Fund was established for all PF-related transactions of the Institute's staff. The balance of the Fund as on 31<sup>st</sup> March 2024 was Rs. 31.43 crore.
- d. 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, as well as interest earned on the fund. The balance of the fund as on 31<sup>st</sup> March 2024 was Rs. 7.30 crore.



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# ANNEXURES

## Annexure I

### Category-wise Distribution of Participants in NIRDPR, Hyderabad Programmes (2023-24)

| Month     | Govt Officials | Banks | ZP  | Vol. | Natl. | Univ. | Inter. | Youth | Others | Total  | Women | No. of Programmes |
|-----------|----------------|-------|-----|------|-------|-------|--------|-------|--------|--------|-------|-------------------|
| April     | 791            | 6     | 55  | 15   | 2     | 2     | 0      | 0     | 122    | 993    | 245   | 21                |
| May       | 1219           | 29    | 136 | 17   | 0     | 7     | 0      | 0     | 22     | 1430   | 363   | 43                |
| June      | 1412           | 0     | 193 | 36   | 39    | 11    | 0      | 1     | 32     | 1724   | 474   | 58                |
| July      | 2696           | 0     | 100 | 56   | 8     | 5     | 0      | 1     | 0      | 2866   | 618   | 87                |
| August    | 3759           | 445   | 250 | 55   | 41    | 52    | 0      | 15    | 0      | 4617   | 1979  | 144               |
| September | 2222           | 359   | 29  | 30   | 31    | 4     | 0      | 0     | 0      | 2675   | 941   | 79                |
| October   | 1348           | 64    | 45  | 55   | 20    | 10    | 0      | 14    | 19     | 1575   | 542   | 50                |
| November  | 1859           | 259   | 75  | 53   | 6     | 38    | 0      | 0     | 1      | 2291   | 808   | 68                |
| December  | 2225           | 107   | 57  | 54   | 35    | 120   | 30     | 2     | 1      | 2631   | 642   | 83                |
| January   | 1622           | 473   | 2   | 24   | 44    | 617   | 29     | 3     | 60     | 2874   | 1087  | 83                |
| February  | 2408           | 31    | 22  | 66   | 59    | 108   | 30     | 0     | 74     | 2798   | 581   | 90                |
| March     | 469            | 123   | 21  | 36   | 9     | 42    | 19     | 1     | 714    | 1434   | 513   | 60                |
| Total     | 22,030         | 1896  | 985 | 497  | 294   | 1016  | 108    | 37    | 1045   | 27,908 | 8793  | 866               |

### Category-wise Distribution of Participants in DDU-GKY Programmes (2023-24)

| Month     | Govt Officials | Banks | ZP | Vol. | Natl. | Univ. | Inter. | Youth | Others | Total | Women | No. of Programmes |
|-----------|----------------|-------|----|------|-------|-------|--------|-------|--------|-------|-------|-------------------|
| April     | 0              | 0     | 0  | 0    | 0     | 0     | 0      | 0     | 134    | 134   | 40    | 4                 |
| May       | 0              | 0     | 0  | 0    | 0     | 0     | 0      | 0     | 156    | 156   | 49    | 5                 |
| June      | 0              | 0     | 0  | 0    | 0     | 0     | 0      | 0     | 200    | 200   | 55    | 4                 |
| July      | 0              | 0     | 0  | 0    | 0     | 0     | 0      | 0     | 451    | 451   | 106   | 8                 |
| August    | 0              | 0     | 0  | 0    | 0     | 0     | 0      | 0     | 379    | 379   | 126   | 7                 |
| September | 0              | 0     | 0  | 0    | 0     | 0     | 0      | 0     | 296    | 296   | 76    | 5                 |
| October   | 0              | 0     | 0  | 0    | 0     | 0     | 0      | 0     | 244    | 244   | 67    | 8                 |
| November  | 0              | 0     | 0  | 0    | 0     | 0     | 0      | 0     | 176    | 176   | 28    | 6                 |
| December  | 0              | 0     | 0  | 0    | 0     | 0     | 0      | 0     | 259    | 259   | 72    | 8                 |
| January   | 0              | 0     | 0  | 0    | 0     | 0     | 0      | 0     | 347    | 347   | 70    | 10                |
| February  | 0              | 0     | 0  | 0    | 0     | 0     | 0      | 0     | 238    | 238   | 63    | 8                 |
| March     | 0              | 0     | 0  | 0    | 0     | 0     | 0      | 0     | 220    | 220   | 41    | 6                 |
| Total     | 0              | 0     | 0  | 0    | 0     | 0     | 0      | 0     | 3100   | 3100  | 793   | 79                |

**Category-wise Distribution of Participants in RTP Programmes (2023-24)**

| Month        | Govt Officials | Banks     | ZP        | Vol.       | Natl.    | Univ.       | Inter.    | Youth      | Others     | Total       | Women       | No. of Programmes |
|--------------|----------------|-----------|-----------|------------|----------|-------------|-----------|------------|------------|-------------|-------------|-------------------|
| April        | 35             | 25        | 0         | 0          | 0        | 32          | 0         | 0          | 0          | 92          | 61          | 5                 |
| May          | 30             | 0         | 0         | 54         | 2        | 60          | 0         | 33         | 0          | 179         | 29          | 5                 |
| June         | 20             | 0         | 0         | 31         | 0        | 7           | 0         | 9          | 40         | 107         | 18          | 5                 |
| July         | 129            | 0         | 30        | 72         | 0        | 23          | 0         | 62         | 0          | 316         | 126         | 12                |
| August       | 126            | 0         | 0         | 28         | 0        | 59          | 0         | 62         | 0          | 275         | 76          | 8                 |
| September    | 108            | 0         | 0         | 1          | 1        | 468         | 0         | 71         | 0          | 649         | 303         | 11                |
| October      | 181            | 3         | 6         | 77         | 5        | 6           | 0         | 116        | 1          | 395         | 175         | 11                |
| November     | 124            | 0         | 0         | 0          | 0        | 674         | 51        | 0          | 2          | 851         | 443         | 18                |
| December     | 175            | 39        | 0         | 31         | 0        | 383         | 0         | 129        | 0          | 757         | 340         | 18                |
| January      | 6              | 23        | 0         | 13         | 0        | 460         | 0         | 0          | 44         | 546         | 238         | 7                 |
| February     | 82             | 0         | 0         | 0          | 0        | 37          | 0         | 0          | 41         | 160         | 63          | 7                 |
| March        | 0              | 0         | 0         | 0          | 0        | 0           | 0         | 0          | 0          | 0           | 0           | 0                 |
| <b>Total</b> | <b>1016</b>    | <b>90</b> | <b>36</b> | <b>307</b> | <b>8</b> | <b>2209</b> | <b>51</b> | <b>482</b> | <b>128</b> | <b>4327</b> | <b>1872</b> | <b>107</b>        |

**Category-wise Distribution of Participants in Delhi Branch Programmes (2023-24)**

| Month        | Govt Officials | Banks       | ZP       | Vol.       | Natl.    | Univ.      | Inter.   | Youth      | Others     | Total       | Women       | No. of Programmes |
|--------------|----------------|-------------|----------|------------|----------|------------|----------|------------|------------|-------------|-------------|-------------------|
| April        | 0              | 0           | 0        | 0          | 0        | 0          | 0        | 0          | 0          | 0           | 0           | 0                 |
| May          | 98             | 0           | 6        | 67         | 0        | 10         | 2        | 59         | 9          | 251         | 54          | 4                 |
| June         | 25             | 0           | 0        | 0          | 0        | 0          | 0        | 0          | 0          | 25          | 3           | 1                 |
| July         | 17             | 1           | 0        | 56         | 2        | 8          | 0        | 17         | 11         | 112         | 20          | 3                 |
| August       | 123            | 0           | 0        | 73         | 0        | 2          | 0        | 64         | 5          | 267         | 57          | 2                 |
| September    | 32             | 2           | 0        | 77         | 0        | 26         | 0        | 34         | 16         | 187         | 32          | 1                 |
| October      | 101            | 362         | 0        | 90         | 0        | 7          | 0        | 49         | 88         | 697         | 493         | 4                 |
| November     | 201            | 392         | 0        | 54         | 0        | 27         | 0        | 19         | 243        | 936         | 694         | 12                |
| December     | 31             | 53          | 0        | 58         | 1        | 12         | 1        | 25         | 111        | 292         | 137         | 3                 |
| January      | 11             | 13          | 0        | 55         | 0        | 23         | 1        | 59         | 82         | 244         | 97          | 3                 |
| February     | 3              | 278         | 0        | 13         | 0        | 0          | 0        | 4          | 0          | 298         | 282         | 3                 |
| March        | 61             | 0           | 0        | 163        | 0        | 51         | 3        | 35         | 21         | 334         | 89          | 3                 |
| <b>Total</b> | <b>703</b>     | <b>1101</b> | <b>6</b> | <b>706</b> | <b>3</b> | <b>166</b> | <b>7</b> | <b>365</b> | <b>586</b> | <b>3643</b> | <b>1958</b> | <b>39</b>         |



### Category-wise Distribution of Participants in NERC Programmes (2023-24)

| Month     | Govt Officials | Banks | ZP | Vol. | Natl. | Univ. | Inter. | Youth | Others | Total | Women | No. of Programmes |
|-----------|----------------|-------|----|------|-------|-------|--------|-------|--------|-------|-------|-------------------|
| April     | 53             | 0     | 7  | 1    | 1     | 0     | 0      | 0     | 0      | 62    | 17    | 2                 |
| May       | 219            | 3     | 11 | 6    | 1     | 2     | 0      | 0     | 0      | 242   | 53    | 8                 |
| June      | 61             | 0     | 0  | 0    | 1     | 0     | 0      | 0     | 0      | 62    | 12    | 2                 |
| July      | 37             | 0     | 0  | 0    | 0     | 0     | 0      | 0     | 0      | 37    | 14    | 1                 |
| August    | 492            | 0     | 1  | 1    | 3     | 0     | 0      | 0     | 0      | 497   | 95    | 15                |
| September | 236            | 0     | 0  | 16   | 0     | 4     | 0      | 0     | 0      | 256   | 46    | 7                 |
| October   | 45             | 41    | 0  | 26   | 0     | 1     | 0      | 1     | 0      | 114   | 13    | 5                 |
| November  | 99             | 29    | 12 | 0    | 0     | 8     | 0      | 0     | 0      | 148   | 25    | 7                 |
| December  | 127            | 5     | 19 | 11   | 0     | 6     | 0      | 0     | 0      | 168   | 81    | 5                 |
| January   | 38             | 37    | 0  | 0    | 0     | 0     | 0      | 0     | 25     | 100   | 34    | 3                 |
| February  | 210            | 0     | 17 | 0    | 22    | 0     | 0      | 0     | 56     | 305   | 137   | 8                 |
| March     | 32             | 0     | 0  | 0    | 26    | 110   | 0      | 0     | 58     | 226   | 124   | 7                 |
| Total     | 1649           | 115   | 67 | 61   | 54    | 131   | 0      | 1     | 139    | 2217  | 651   | 70                |

### Category-wise Distribution of Participants in NRLM Programmes (2023-24)

| Month     | Govt Officials | Banks | ZP | Vol. | Natl. | Univ. | Inter. | Youth | Others | Total | Women | No. of Programmes |
|-----------|----------------|-------|----|------|-------|-------|--------|-------|--------|-------|-------|-------------------|
| April     | 225            | 146   | 0  | 0    | 0     | 0     | 0      | 566   | 341    | 1278  | 616   | 25                |
| May       | 213            | 1299  | 0  | 0    | 0     | 0     | 0      | 142   | 65     | 1719  | 984   | 46                |
| June      | 184            | 355   | 0  | 0    | 0     | 0     | 0      | 516   | 29     | 1084  | 633   | 35                |
| July      | 577            | 9903  | 0  | 0    | 0     | 0     | 0      | 966   | 0      | 11446 | 3257  | 146               |
| August    | 186            | 844   | 2  | 0    | 28    | 0     | 0      | 938   | 0      | 1998  | 1158  | 38                |
| September | 107            | 213   | 0  | 0    | 0     | 0     | 0      | 1105  | 15     | 1440  | 1094  | 37                |
| October   | 3537           | 4916  | 0  | 0    | 0     | 0     | 0      | 536   | 214    | 9203  | 5373  | 74                |
| November  | 0              | 3829  | 0  | 0    | 0     | 0     | 0      | 263   | 41     | 4133  | 3854  | 17                |
| December  | 80             | 1479  | 0  | 0    | 24    | 0     | 0      | 140   | 596    | 2319  | 1166  | 56                |
| January   | 190            | 390   | 0  | 0    | 0     | 27    | 0      | 40    | 154    | 801   | 545   | 25                |
| February  | 72             | 347   | 0  | 0    | 0     | 0     | 0      | 165   | 93     | 677   | 520   | 23                |
| March     | 185            | 216   | 0  | 0    | 0     | 0     | 0      | 116   | 44     | 561   | 446   | 17                |
| Total     | 5556           | 23937 | 2  | 0    | 52    | 27    | 0      | 5493  | 1592   | 36659 | 19646 | 539               |

**Category-wise Distribution of Participants in NERC-NRLM Programmes (2023-24)**

| Month     | Govt Officials | Banks | ZP | Vol. | Natl. | Univ. | Inter. | Youth | Others | Total | Women | No. of Programmes |
|-----------|----------------|-------|----|------|-------|-------|--------|-------|--------|-------|-------|-------------------|
| April     | 307            | 522   | 0  | 0    | 0     | 0     | 0      | 0     | 0      | 829   | 629   | 24                |
| May       | 255            | 1565  | 0  | 24   | 0     | 0     | 0      | 0     | 0      | 1844  | 1588  | 62                |
| June      | 260            | 244   | 0  | 0    | 0     | 0     | 0      | 0     | 0      | 504   | 319   | 13                |
| July      | 83             | 323   | 0  | 0    | 0     | 0     | 0      | 0     | 0      | 406   | 350   | 8                 |
| August    | 88             | 32    | 0  | 0    | 0     | 0     | 0      | 0     | 0      | 120   | 64    | 4                 |
| September | 0              | 0     | 0  | 0    | 0     | 0     | 0      | 0     | 0      | 0     | 0     | 0                 |
| October   | 40             | 1640  | 0  | 0    | 0     | 0     | 0      | 0     | 0      | 1680  | 923   | 26                |
| November  | 561            | 67    | 0  | 0    | 0     | 0     | 0      | 0     | 0      | 628   | 284   | 16                |
| December  | 259            | 2843  | 0  | 0    | 0     | 36    | 0      | 0     | 0      | 3138  | 2083  | 63                |
| January   | 160            | 37    | 0  | 0    | 0     | 0     | 0      | 0     | 0      | 197   | 139   | 6                 |
| February  | 104            | 0     | 0  | 0    | 0     | 0     | 0      | 0     | 0      | 104   | 43    | 2                 |
| March     | 71             | 0     | 0  | 0    | 0     | 0     | 0      | 0     | 0      | 71    | 28    | 2                 |
| Total     | 2188           | 7273  | 0  | 24   | 0     | 36    | 0      | 0     | 0      | 9521  | 6450  | 226               |



## Annexure II

### Research Studies Taken up during the Year 2023-24

| S. No.                    | Title of the Study                                                                                                                                                | Team                                                                                                                                                                             | Commenced during |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <b>A. NIRDPR Research</b> |                                                                                                                                                                   |                                                                                                                                                                                  |                  |
| 1                         | Envisaging Development through Amrit Sarovars: A study of Mann Ki Baat cases for revamping water storage and conservation                                         | Dr Sonal Mobar Roy<br>Dr C. Dheeraja<br>Dr Digambar A. Chimankar<br>Dr Anuradha Palla<br>Dr Raj Kumar Pammi<br>Dr G. Narendra Kumar                                              | 01 Apr 23        |
| 2                         | In Search of Excellence in Rural Transformation: The Mann Ki Baat cases of Self Help Group Entrepreneurs                                                          | Dr Vanishree Joseph<br>Dr G. Narendra Kumar<br>Dr N. V. Madhuri<br>Dr Aruna Jayamani<br>Dr Lakhan Singh<br>Dr Pratyusna Patnaik<br>Dr Ratna Bhuyan<br>Dr Venkatamallu Thadaboina | 01 Apr 23        |
| 3                         | Governance System of Short-Term Cooperative Credit Structure (STCCS) with special reference to Primary Agricultural Credit Cooperative Societies (PACCS) in India | Dr Aryashree Debapriya                                                                                                                                                           | 01 Jul 23        |
| 4                         | Impact of Risk-Based Internal Audit in PMGSY Implementation                                                                                                       | Shri.Shashi Bhushan<br>Dr U. Hemantha Kumar<br>Mrs H. Shashi Rekha                                                                                                               | 01 Jul 23        |
| 5                         | Prevailing Accounting & Auditing Systems in Panchayati Raj Institutions                                                                                           | Dr U.Hemantha Kumar<br>Mr Dilip Kumar Pal<br>Mrs H. Shashi Rekha                                                                                                                 | 01 Jul 23        |
| 6                         | Water Management in Telangana: Behavior patterns                                                                                                                  | Dr N. V. Madhuri<br>Dr Vanishree Joseph                                                                                                                                          | 01 Sep 23        |
| 7                         | Impact of NRLM in Reducing Poverty                                                                                                                                | Dr Vanishree Joseph<br>Dr N. V. Madhuri                                                                                                                                          | 01 Sep 23        |
| 8                         | Nutritional Behaviors in Pregnant and Lactating Mothers and Children                                                                                              | Dr Vanishree J<br>Dr N. V. Madhuri                                                                                                                                               | 21 Jan 24        |
| <b>B. Case Studies</b>    |                                                                                                                                                                   |                                                                                                                                                                                  |                  |
| 9                         | Study on Impact of PM's Mann Ki Baat Programme on RD Schemes - Amrit Sarovar Mission and SHGs                                                                     | Er. S. K. Ghosh<br>Dr R. Murugesan                                                                                                                                               | 01 Apr 23        |
| 10                        | Impact of Mann ki Baat on Amrit Sarovar - A Case Study of Jharkhandi's Lemongrass Cultivation through SHG Women                                                   | Dr Ruchira Bhattacharya<br>Mr Sudhir Kumar Singh                                                                                                                                 | 01 Apr 23        |

Contd...

| S. No. | Title of the Study                                                                                                                                          | Team                                                                 | Commenced during |
|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|------------------|
| 11     | Impact of Mann ki Baat on Amrit Sarovar Initiative: A case of Bilkerur Gram Panchayat in Bagalkote District of Karnataka                                    | Dr P. Anuradha<br>Mr Abi Abraham                                     | 01 Apr 23        |
| 12     | Impact of Mann ki Baat on Amrit Sarovar—Mocha Gram Panchayat, Mandla District, Madhya Pradesh                                                               | Dr Digambar A. Chimankar<br>Mr Bipin                                 | 01 Apr 23        |
| 13     | A case of Shaheed Bhagat Singh “Amrit Sarovar” in Niwari Gram Panchayat, Lalithpur District of Uttar Pradesh State                                          | Dr Raj Kumar Pammi<br>Mr Mutyalu                                     | 01 Apr 23        |
| 14     | Impact of Mann ki Baat on Amrit Sarovar – A Case of Mangtya Valya Thanda, Warangal                                                                          | Dr C. Dheeraja<br>Mr. Sudhakar                                       | 01 Apr 23        |
| 15     | Study on Impact of PM’s Mention in Mann Ki Baat - A Story of Yogyata Ajeevika Self Help Group in Chichgoan Village, Madhya Pradesh                          | Dr N V Madhuri<br>Mr Baburao                                         | 01 Apr 23        |
| 16     | Study on Impact of PM’s Mention in Mann Ki Baat on SHG - A Case Study on Kisan Chachi from Muzaffarpur District, Bihar                                      | Dr Venkatamallu Thadaboina<br>Mr Shashi Bhushan<br>Mr Abhishek Anant | 01 Apr 23        |
| 17     | SHG Case Study of Kadipur Gram Panchayat: The Man Ki Baat Impact                                                                                            | Dr Lakhan Singh<br>Mr Murali                                         | 01 Apr 23        |
| 18     | Study on Impact of PM’s Mention in Mann Ki Baat on SHG-run Handicrafts Kiosk (Thanjai Tharagaigal Kaivinai Porutkal Virpanai Virpanai Angadi) in Tamil Nadu | Dr Aruna Jayamani<br>Dr Vanishree Joseph                             | 01 Apr 23        |
| 19     | Study on Impact of PM’s Mann Ki Baat Program on RD Schemes - Amrit Sarovar Mission and SHGs                                                                 | Dr Ratna Bhuyan<br>Dr R. Murugesan                                   | 01 Apr 23        |
| 20     | Impact of Mann Ki Baat Programme on RD schemes - Waste to Wealth: The Inspiring Story of Mrs Kamala Maharana                                                | Dr Pratyusna Patnaik<br>Dr Jyoti Prakash Mohanty                     | 01 Apr 23        |
| 21     | Efforts at Generating Awareness on Menstrual Health and Hygiene: Cases from North East India                                                                | Dr Ratna Bhuyan                                                      | 01 Jul 23        |
| 22     | Tea Garden Labourers: Access & Coverage under the various schemes of Socio-economic Protection and Welfare                                                  | Dr Mukesh Kumar Shrivastava                                          | 13 Feb 24        |

### C. Collaboration

|    |                                                                                                                                   |                  |           |
|----|-----------------------------------------------------------------------------------------------------------------------------------|------------------|-----------|
| 23 | 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 | 10 Jan 24 |
|----|-----------------------------------------------------------------------------------------------------------------------------------|------------------|-----------|



## Annexure III

### Research Studies Completed during the Year 2023-24

| S. No.                    | Title of the Study                                                                                                                           | Team                                                                | Commenced during |
|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|------------------|
| <b>A. NIRDPR Research</b> |                                                                                                                                              |                                                                     |                  |
| 1                         | Evaluation of Uttar Pradesh Social Audit Sanghathan                                                                                          | Dr Srinivas Sajja<br>Dr Rajesh Kumar Sinha<br>Dr C.Dheeraja         | 2021-22          |
| 2                         | Exploring the Role of Gram Panchayats in Community-Based Disaster Management: A Comparative Study in Kerala and Odisha                       | Dr Subrat Kumar Mishra<br>Dr Kiran Jalem                            | 2021-22          |
| 3                         | Solid Waste Management Practices in Rural Areas (Study of Multiple Cases from Three States)                                                  | Dr R. Ramesh                                                        | 2021-22          |
| 4                         | Effectiveness of Integrated Child Development Schemes on Nutritional Status of Children of Rural Uttar Pradesh: A District-Wise Analysis     | Dr Lakhan Singh<br>Dr Laxmikant Dwivedi                             | 2021-22          |
| 5                         | Realising Gender Friendly Gram Panchayat Development Plan by localising Sustainable Development Goal 5                                       | Dr Anjan Kumar Bhanja<br>Dr Vanishree Joseph<br>Dr Sucharita Pujari | 2021-22          |
| 6                         | Role of PMEGP Scheme in promoting rural Entrepreneurship: A study with reference to North-Eastern Region of India                            | Dr Ratna Bhuyan<br>Dr R. Murugesan                                  | 2022-23          |
| 7                         | Performance of Rural Development Training Institutions in India: An Assessment Study                                                         | Dr T. Vijaya Kumar                                                  | 2022-23          |
| 8                         | Process Evaluation and Performance Monitoring of Telangana ku Haritha Haaram (TKHH) Programme in Telangana State                             | Dr K. Prabhakar<br>Er. K. Rajeshwar                                 | 2022-23          |
| 9                         | Process Evaluation and Performance Monitoring of Palle Pragathi and VaikuntaDhamam Programmes in Telangana State                             | Er K. Rajeshwar<br>Dr K. Prabhakar                                  | 2022-23          |
| 10                        | Linkage between Women's Empowerment and Children's Nutritional Status: Evidence from National Family Health Survey 5 (NFHS-5)                | Dr N. V. Madhuri<br>Dr Vanishree Joseph                             | 2022-23          |
| 11                        | Integration of Mission Antyodaya Data in Gram Panchayat Development Plan: A Study on the Inclusion of Women and Child Development Activities | Dr Vanishree Joseph<br>Dr N. V. Madhuri                             | 2022-23          |
| 12                        | Conditional Cash Transfer Interventions and the health outcomes for women and children in India: A Systematic Review and Meta-analysis       | Dr Vanishree Joseph<br>Dr N. V. Madhuri                             | 2022-23          |

Contd...

| S. No. | Title of the Study                                                                                                        | Team                                                                                                                                                                             | Commenced during |
|--------|---------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| 13     | In Search of Excellence in Rural Transformation: The Mann Ki Baat cases of Self-Help Group Entrepreneurs                  | Dr Vanishree Joseph<br>Dr G. Narendra Kumar<br>Dr N. V. Madhuri<br>Dr Aruna Jayamani<br>Dr Lakhan Singh<br>Dr Pratyusna Patnaik<br>Dr Ratna Bhuyan<br>Dr Venkatamallu Thadaboina | 2023-24          |
| 14     | Envisaging Development through Amrit Sarovars: A study of Mann Ki Baat cases for revamping water storage and conservation | Dr Sonal Mobar Roy<br>Dr C. Dheeraja<br>Dr Digambar A. Chimankar<br>Dr Anuradha Palla<br>Dr Raj Kumar Pammi<br>Dr G.Narendra Kumar                                               | 2023-24          |
| 15     | Impact of NRLM in Reducing Poverty                                                                                        | Dr Vanishree Joseph<br>Dr N V Madhuri                                                                                                                                            | 2023-24          |
| 16     | Nutritional Behaviors in Pregnant and Lactating Mothers and Children                                                      | Dr Vanishree Joseph<br>Dr N V Madhuri                                                                                                                                            | 2023-24          |
| 17     | Water Management in Telangana: Behavior Patterns                                                                          | Dr N V Madhuri<br>Dr Vanishree Joseph                                                                                                                                            | 2023-24          |

#### B. Case Studies

|    |                                                                                                                                 |                                                   |         |
|----|---------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|---------|
| 18 | Case Study on Meghalaya Social Audit Unit                                                                                       | Dr Srinivas Sajja<br>Dr R. Murugesan              | 2021-22 |
| 19 | Sustainable Use of Biodiversity and Restoration of Common Property Resources: A Case Study from Meenagadi Gram Panchayat        | Dr Jyothis Sathyapalan<br>Dr Surjit Vikraman      | 2022-23 |
| 20 | Participatory Planning and Development - A case study of Kulimathur Gram Panchayat Development Plan (GPDP) Model, Tamil Nadu    | Dr R. Aruna Jayamani                              | 2022-23 |
| 21 | Resource Mapping using Spatial Technologies: A case of Chandrapur GP, Chandrapur Block, Kamrup (M) District, Assam              | Dr Simhachalam A.                                 | 2022-23 |
| 22 | Execution of GPDP through eGramswaraj Portal: A case of Panikhaiti Gram Panchayat, Chandrapur Block, Kamrup (M) District, Assam | Er. Sanjit Kumar Ghosh                            | 2022-23 |
| 23 | Study on Impact of PM's Mann Ki Baat Program on RD Schemes - Amrit Sarovar Mission and SHGs                                     | Er. S. K.Ghosh<br>Dr Murugesan                    | 2023-24 |
| 24 | Impact of Mann ki Baat on Amrit Sarovar - A Case Study of Jharkhandi's Lemongrass Cultivation through SHG Women                 | Dr Ruchira Bhattacharya<br>Mr. Sudhir Kumar Singh | 2023-24 |
| 25 | Impact of Mann ki Baat on Amrit Sarovar Initiative: A case of Bilkerur Gram Panchayat in Bagalkote District of Karnataka        | Dr P. Anuradha<br>Mr Abi braham                   | 2023-24 |

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| S. No. | Title of the Study                                                                                                                                          | Team                                                                 | Commenced during |
|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|------------------|
| 26     | Impact of Mann ki Baat on Amrit Sarovar - Mocha Gram Panchayat, Mandla District, Madhya Pradesh                                                             | Dr Digambar A. Chimankar<br>Mr Bipin                                 | 2023-24          |
| 27     | A Case of Shaheed Bhagat Singh "Amrit Sarovar" in Niwari Gram Panchayat, Lalithpur District of Uttar Pradesh State                                          | Dr Raj Kumar Pammi<br>Mr Mutyalu                                     | 2023-24          |
| 28     | Impact of Mann ki Baat on Amrit Sarovar – A Case of Mangtya Valya Thanda, Warangal                                                                          | Dr C. Dheeraja<br>Mr. Sudhakar                                       | 2023-24          |
| 29     | Study on Impact of PM's Mention in Mann Ki Baat - A Story of Yogyata Ajeevika Self Help Group in Chichgoan Village, Madhya Pradesh                          | Dr N. V. Madhuri<br>Mr Baburao                                       | 2023-24          |
| 30     | Study on Impact of PM's Mention in Mann Ki Baat on SHG - A Case Study on Kisan Chachi from Muzaffarpur District, Bihar                                      | Dr Venkatamallu Thadaboina<br>Mr Shashi Bhushan<br>Mr Abhishek Anant | 2023-24          |
| 31     | SHG Case Study of Kadipur Gram Panchayat: The Man Ki Baat Impact                                                                                            | Dr Lakhan Singh<br>Mr Murali                                         | 2023-24          |
| 32     | Study on Impact of PM's Mention in Mann Ki Baat on SHG-run Handicrafts Kiosk (Thanjai Tharagaigal Kaivinai Porutkal Virpanai Virpanai Angadi) in Tamil Nadu | Dr Aruna Jaya Mani<br>Dr Vanishree Joseph                            | 2023-24          |
| 33     | Study on Impact of PM's Mann Ki Baat Program on RD Schemes - Amrit Sarovar Mission and SHGs                                                                 | Dr Ratna Bhuyan<br>Dr R. Murugesan                                   | 2023-24          |
| 34     | Impact of Mann Ki Baat Programme on RD schemes - Waste to Wealth: The Inspiring Story of Mrs Kamala Maharana                                                | Dr Pratyusna Patnaik<br>Dr Jyoti Prakash Mohanty                     | 2023-24          |
| 35     | Efforts at Generating Awareness on Menstrual Health and Hygiene: Cases from North East India                                                                | Dr Ratna Bhuyan                                                      | 2023-24          |

## Annexure IV

| Action Research Studies of the Year 2023-24 |                                                                                                                                  |                                               |                  |
|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|------------------|
| S. No.                                      | Title of the Study                                                                                                               | Team                                          | Commenced during |
| <b>A. Taken up</b>                          |                                                                                                                                  |                                               |                  |
| 1.                                          | Comprehensive Village Development through 'Organisation Development' with SHG Convergence at the Grassroots – An Action Research | Dr Chinnadurai                                | 01 Jul 23        |
| <b>B. Completed</b>                         |                                                                                                                                  |                                               |                  |
| 1.                                          | 100+ Clusters Development Project                                                                                                | Dr Anjan Kumar Bhanja<br>Shri Dilip Kumar Pal | 2019-20          |

## Annexure V

| Consultancy Studies Taken-up during 2023-24 |                                                                                                                                                                                |                                                                                                          |                  |
|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|------------------|
| S. No.                                      | Title of the Study                                                                                                                                                             | Team                                                                                                     | Commenced during |
| 1.                                          | APIB Tehri-Gharwal, Uttarakhand -II                                                                                                                                            | Dr P. Kesava Rao<br>Dr N. S. R. Prasad<br>Dr M. V. Ravibabu<br>Er. H. K. Solanki                         | 01 Aug 23        |
| 2.                                          | An Evaluation of SHGs' credit Utilization and Cash Flows of the SHGs members                                                                                                   | Dr K. Prabhakar<br>Mr K. Rajeshwar                                                                       | 01 Jun 23        |
| 3.                                          | Research Study on Time and Motion Study under Mahatma Gandhi NREGS Phase 2 (States - D & N Haveli, Jharkhand, Lakshadweep, Maharashtra, Manipur, Meghalaya, Punjab and Sikkim) | Dr C. Dheeraja<br>Dr Digambar A. Chimankar<br>Dr Krishna Lohi Das<br>Dr Rajkumar Pammi<br>Dr P. Anuradha | 17 Oct 23        |
| 4.                                          | Compliance of Social Audit process in conducting social audit of MGNREGS                                                                                                       | Dr Srinivas Sajja<br>Dr Dheeraja<br>Dr Rajesh Kumar Sinha                                                | 18 Jul 23        |
| 5.                                          | Financial Evaluation of Social Audit Units in States                                                                                                                           | Dr Rajesh Kumar Sinha<br>Dr C. Dheeraja<br>Dr Srinivas Sajja                                             | 18 Jul 23        |

## Annexure VI

| Consultancy Studies Completed during the Year 2023-24 |                                                                                                              |                                                                                                                                               |                  |
|-------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| S. No.                                                | Title of the Study                                                                                           | Team                                                                                                                                          | Commenced during |
| 1                                                     | Time and Motion Study - MGNREGS (TMS-1)                                                                      | Dr Jyothis Sathyapalan<br>Dr Digambar A. Chimankar<br>Dr U. Hemantha Kumar<br>Dr G.V. Krishna Lohi Das<br>Dr P. Anuradha<br>Dr Rajkumar Pammi | 2017-18          |
| 2                                                     | Use of Geo-informatics Rural Roads Projects under PMGSY                                                      | Dr P. Kesava Rao<br>Dr M. V. Ravibabu<br>Dr N. S. R. Prasad<br>Dr H. K. Solanki<br>Dr A. Simhachalam                                          | 2018-19          |
| 3                                                     | Agro-Climatic Planning and Information Bank (APIB) in Tehri-Gharwal District, Uttarakhand                    | Dr P. Kesava Rao<br>Dr N. S. R. Prasad<br>Dr M. V. Ravibabu<br>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<br>Dr U. Hemanth Kumar<br>Dr K. Krishna Reddy                                                                       | 2019-20          |
| 5                                                     | Impact of Mahatma Gandhi NREGS assets on beneficiaries' livelihoods in Jharkhand State                       | Dr Sonal Mobar Roy<br>Dr C. Dheeraja<br>Mr E. B. Uday Bhaskar Reddy                                                                           | 2022-23          |



## Annexure VII

### Consultancy Research Studies Ongoing during the Year 2023-24

| S. No. | Title of the Study                                                                                                                                    | Team                                                                                                                                          | Commenced during |
|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| 1      | Project for Creating 250 Model GP Clusters across India                                                                                               | Dr Anjan Kumar Bhanja<br>Shri Dilip Kumar Pal                                                                                                 | 2020-21          |
| 2      | Change in the demand for work by beneficiaries under MGNREGS after providing them individual assets (excluded PMAY)                                   | Dr Jyothis Sathyapalan<br>Dr Digambar A. Chimankar<br>Dr U. Hemantha Kumar<br>Dr G.V. Krishna Lohi Das<br>Dr P. Anuradha<br>Dr Rajkumar Pammi | 2020-21          |
| 3      | UNICEF Communication Resource Unit for SBCC                                                                                                           | Dr N. V. Madhuri<br>Dr Vanishree Joseph                                                                                                       | 2021-22          |
| 4      | Monitoring & Evaluation of Activities undertaken by Forest Dept under State CAMPA- Arunachal Pradesh                                                  | Dr V. Suresh Babu<br>Dr A. Simhachalam                                                                                                        | 2022-23          |
| 5      | An Evaluation Study of Performance Measurement of the Food Security Act in the Backwards Districts of Maharashtra                                     | Dr Akanksha Shukla                                                                                                                            | 2022-23          |
| 6      | Awareness Creation and Supplying of Sanitary Napkins to Girl Students of Government Schools in Five Mandals of Rangareddy District in Telangana State | Dr Vanishree Joseph<br>Dr N. V. Madhuri                                                                                                       | 2022-23          |
| 7      | e-DPR for WDC-PMKSY 2.0 Web Application for Chhattisgarh State                                                                                        | Dr P. Kesava Rao<br>Dr N. S. R. Prasad<br>Dr M. V. Ravibabu                                                                                   | 2022-23          |

## Annexure VIII

### List of Members of the General Council

| S. No. | Name & Address                                                                                                                                                                       | S. No. | Name & Address                                                                                                                                                                             |
|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.     | Shri Giriraj Singh<br>Hon'ble Union Minister for Rural Development & Panchayati Raj,<br>Krishi Bhavan,<br>New Delhi – 110 001                                                        | 11.    | Secretary<br>Ministry of Agriculture and Farmers' Welfare<br>Room No. 115,<br>Krishi Bhavan<br>New Delhi – 110 001.                                                                        |
| 2.     | Sadhvi Niranjan Jyoti<br>Hon'ble Minister of State for Rural Development, Krishi Bhavan,<br>New Delhi – 110 001.                                                                     | 12.    | Secretary<br>Department of Higher Education<br>Ministry of Human Resource Development 127-C, Shastri Bhawan,<br>New Delhi.                                                                 |
| 3.     | Shri Kapil Moreshwar Patil<br>Hon'ble Minister of State for Panchayati Raj<br>Krishi Bhavan,<br>New Delhi – 110 001                                                                  | 13.    | Secretary<br>NITI Aayog, C-8, Tower-I,<br>New Moti Bagh, New Delhi- 110 021                                                                                                                |
| 4.     | Shri Shailesh Kumar Singh, IAS<br>Secretary,<br>Department of Rural Development,<br>Ministry of Rural Development,<br>Krishi Bhavan, New Delhi – 110 001                             | 14.    | Secretary<br>Department of Personnel & Training (DoPT)<br>Ministry of Personnel, Public Grievances and Pensions, Department of Personnel & Training<br>North Block,<br>New Delhi - 110 001 |
| 5.     | Chairman<br>Kajra District Co-operative Milk Producers' Union Ltd., Amul Dairy,<br>Anand-388001. Gujarat.                                                                            | 15.    | Secretary (FS)<br>Department of Financial Services<br>Ministry of Finance,<br>6A, 3 <sup>rd</sup> Floor, Jeevan Deep Building,<br>Sansad Marg, New Delhi-110001                            |
| 6.     | Chairman<br>University Grants Commission (UGC)<br>Bahadur Shah Zafar Marg,<br>New Delhi - 110002.                                                                                    | 16.    | Additional Secretary & Financial Adviser<br>Ministry of Rural Development,<br>Krishi Bhavan,<br>New Delhi – 110 001.                                                                       |
| 7.     | President<br>Association of Indian Universities (AIU)<br>16 Comrade Indrajit Gupta Marg,<br>Opposite National Bal Bhavan, Near I.T.O.,<br>New Delhi – 110002                         | 17.    | Additional Secretary,<br>Ministry of Rural Development<br>Krishi Bhavan,<br>New Delhi – 110 001.                                                                                           |
| 8.     | Secretary (DWS)<br>Ministry of Drinking Water and Sanitation<br>C Wing, 4 <sup>th</sup> Floor,<br>Pandit Deendayal Antyodaya Bhawan<br>CGO Complex, Lodhi Road<br>New Delhi – 110003 | 18.    | Joint Secretary (Training ) Ministry of Rural Development, Krishi Bhavan,<br>New Delhi – 110001.                                                                                           |
| 9.     | Secretary<br>Department of Land Resources<br>Ministry of Rural Development<br>Krishi Bhavan,<br>New Delhi - 110 001.                                                                 | 19.    | Joint Secretary,<br>Ministry of Tribal Affairs 218, 2 <sup>nd</sup> Floor, D Wing<br>Shastri Bhawan<br>New Delhi – 110 001                                                                 |
| 10.    | Secretary<br>Ministry of Panchayati Raj Krishi Bhavan,<br>New Delhi -110 001.                                                                                                        | 20.    | Joint Secretary (SD & Media)<br>M/o Social Justice & Empowerment<br>Shastri Bhawan,<br>C Wing, Dr Rajendra Prasad Road<br>New Delhi – 110 011                                              |

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| S. No. | Name & Address                                                                                                                                                                       |
|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 21.    | Vice-Chancellor<br>Jawaharlal Nehru University<br>New Delhi-110 067                                                                                                                  |
| 22.    | Vice-Chancellor<br>University of Hyderabad<br>Professor CR Rao Road, P O, Central<br>University, Gachibowli,<br>Hyderabad,-500046. Telangana.                                        |
| 23.    | Dr G. Narendra Kumar, IAS<br>Director General<br>National Institute of Rural<br>Development and Panchayati<br>Raj (NIRDPR) Rajendranagar,<br>Hyderabad -500030.                      |
| 24.    | Secretary (DARE) & Director General<br>ICAR A-1, NASC Complex,<br>DPS Marg<br>New Delhi-110 012                                                                                      |
| 25.    | Director<br>Rural Self-Employment Training Institute,<br>No.1210, 1 <sup>st</sup> Floor, Above ICICI Bank,<br>80 Feet Road, 560 104, Chandra Layout,<br>Bengaluru- 560040, Karnataka |
| 26.    | Senior Adviser,<br>Ministry of Skill Development and<br>Entrepreneurship Room No.322, B-Wing,<br>Shram Shakti Bhawan, Rafi Marg<br>New Delhi – 110001.                               |

| S. No. | Name & Address                                                                                                                                                                                             |
|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 27.    | Additional Secretary, RL & Mission Director<br>(NRLM) 7 <sup>th</sup> Floor, NDCC-II,<br>Ministry of Rural Development<br>Jay Singh Road,<br>New Delhi – 110001                                            |
| 28.    | Executive Director (in-charge)<br>Financial Inclusion and Development<br>Department (FIDD) 10 <sup>th</sup> Floor,<br>Central Office Building<br>Shahid Bhagat Singh Marg, P.B.10014,<br>Mumbai - 400 001. |
| 29.    | Chief General Manager<br>NABARD<br>1-1-61, RTC 'X' Road PB No.1863,<br>Musheerabad<br>Hyderabad, Telangana - 500020                                                                                        |
| 30.    | Dr Ravindra Gavali<br>Professor & Head (CNRMCCDM),<br>NIRDPR, Hyderabad – 500030.                                                                                                                          |
| 31.    | Dr P. Kesava Rao<br>Associate Professor & Head i/c (CGARD)<br>NIRDPR, Hyderabad-500030.                                                                                                                    |
| 32.    | Dr Vanisree Joseph<br>Assistant Professor & Head i/c (CGSD)<br>NIRDPR, Hyderabad-500030.                                                                                                                   |
| 33.    | Shri A. S. Chakravarthy<br>Director (FM) & FA i/c<br>NIRDPR, Hyderabad.                                                                                                                                    |

## Annexure IX

| List of the Members of Executive Council |                                                                                                                                                                                 |
|------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| S. No.                                   | Members                                                                                                                                                                         |
| 1.                                       | Shri Shailesh Kumar Singh, IAS<br>Secretary,<br>Department of Rural Development<br>Ministry of Rural Development<br>Krishi Bhavan<br>New Delhi – 110 001                        |
| 2.                                       | Dr G. Narendra Kumar, IAS<br>Director General<br>NIRDPR, Rajendranagar Hyderabad                                                                                                |
| 3.                                       | Secretary,<br>Department of Panchayati Raj<br>Ministry of Panchayati Raj, Krishi Bhavan,<br>Dr Rajendra Prasad Road, New Delhi – 110001                                         |
| 4.                                       | Secretary<br>Department of Drinking Water and Sanitation<br>Ministry of Drinking Water and Sanitation<br>Pandit Deendayal Antyodaya Bhawan<br>CGO Complex Lodhi Road, New Delhi |
| 5.                                       | Secretary<br>Department of Land Resources<br>Ministry of Rural Development<br>Krishi Bhawan, New Delhi - 110 001.                                                               |
| 6.                                       | Additional Secretary<br>Department of Rural Development<br>Ministry of Rural Development<br>Krishi Bhavan, New Delhi – 110 001                                                  |
| 7.                                       | Additional Secretary & Financial Advisor<br>Department of Rural Development<br>Ministry of Rural Development,<br>Krishi Bhavan, New Delhi – 110 001                             |
| 8.                                       | Joint Secretary (Training )<br>Department of Rural Development<br>Ministry of Rural Development<br>Krishi Bhavan, New Delhi – 110001                                            |
| 9.                                       | Dr C. Dheeraja<br>Associate Professor & Head i/c, CWEL<br>NIRDPR, Hyderabad                                                                                                     |
| 10.                                      | Director<br>Institute of Rural Management (IRMA), Gujarat                                                                                                                       |
| 11.                                      | Secretary (FS)<br>Department of Financial Services<br>Ministry of Finance<br>6A, 3 <sup>rd</sup> floor, Jeevan Deep Building, Sansad Marg<br>New Delhi-110001                   |



## Annexure X

### List of the Members of Academic Council

| S. No. | Members                                                                                                                                                                                                                               |
|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.     | 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.<br><br>The Director General of the Institute shall be the Co-Chairman. |
| 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 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<br>(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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