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**Empowering women, transforming politics: capacity building of elected women representatives in PRIs**





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## Empowering women, transforming politics: capacity building of elected women representatives in PRIs

In India, women's representation in political institutions at the local level has been ensured at Panchayati Raj Institutions (PRIs) through affirmative action policies of the 73rd Constitutional Amendment Act in 1993, albeit an ambiguity over implementation of such laws at the national level. With the constitutional provisions in place, there are 13.45 lakh Elected Women Representatives (EWRs) in PRIs which constitute 46.14 per cent of total elected representatives (MoPR, GoI, 2016). While the 73rd Constitutional Amendment had made provisions for reservation of one-third of seats of PRIs for women, 20 progressive States in the last decade have surpassed the constitutional mandate, and have implemented 50 per cent reservation for women. Consequently, visible changes have emerged in the horizon with regard to women's engagement in public decision making in rural areas.

Albeit a significant presence of women in PRIs (owing to the policies

of reservation), women's minimal representation in democratic politics has been a matter of concern in most democracies around the world. Despite their emphasis on individual liberty, equal citizenship rights and the opportunity of citizens to participate in the process of decision making, democratic systems increasingly face the criticisms of inadequate representation of women. With regard to the question as to why women are under-represented in democratic institutions, several justifications are often stated. While some research points to women's personal choice of not entering into the field of politics, others emphasise women's limited resources, lower socio-economic and educational background, and occupational status as logical explanations. Most importantly, structural constraints such as a patriarchal social order, gender biased recruitment strategies of political parties, gender stereo-typical expectations from women, etc., primarily create bottlenecks for women's full political

participation. Such being the ground reality, affirmative action policies with reservation of seats for women, perhaps remain as one among the few solutions for the problems of under-representation of women in political institutions.

While constitutionally mandated reservation has been successful in bringing significantly large number of women into politics, their meaningful engagement in PRIs has remained limited. Past research on PRIs has shown that women have less interest and less engagement in the political activities of the panchayats, which resulted in their limited participation. Several studies have also given emphasis to different constraints in terms of societal, institutional and individual, which hindered their effective participation. Notwithstanding the fact that women have less interest, experience and engagement in politics, it can be substantiated that women's presence in democratic local governance either as members or as chairperson has





manifold constructive implications. We may identify the following implications of women's meaningful engagement in PRIs.

First, greater presence of women in institutions of political decision making would mean that women's issues/interests would be more pronounced and documented, with women members more likely to work on issues related to them. There is greater likelihood that gender concerns would be addressed in a more effective manner with women chairpersons, thereby bringing gender equality, which has been identified as one of the Sustainable Development Goals (SDGs).

Second, women's presence in PRIs through reservations also encourage them to engage themselves in public sphere and enable them to acquire skills required to function in it. Studies on women in PRIs of Odisha bear testimony to the fact that there were many inexperienced and novice women, who entered into the PRIs with the help of

reservation; but having spent some years in the panchayats, they have gained the confidence to negotiate between their personal gender roles as wife, mother and daughter-in-law, and their role in public sphere as a representative. Taken in the right attitude, such a learning process keeps the potential

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**For many women representatives, panchayat itself turns out to be a platform for learning how to stand up and speak in front of others, especially male colleagues.**  
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to develop agencies within the women representatives to realise their individual identity and self-dignity.

Third, women's greater presence in PRIs bears the potential of grooming future women politicians at the local level, with increased awareness and interest in politics. Recent research on women in local governments also points out the manner in which women

negotiate with institutions of patriarchy to overcome the structural, societal and personal barriers to sustain their political dreams and to create a niche for them in rural political arena.

It may, therefore, be stated with conviction that women's presence made possible through reservation in PRIs does make a difference in rural politics as well as their personal lives. More than anything, it has given them an ability to realise their own individual self, and construct a new identity for them. Women's presence in PRIs has, therefore, not only begot empowerment of women, but more importantly has paved the way for a transformative politics with the conviction that 'women can' and 'women do' make good political leaders.

Such being the relevance of women's representation in PRIs, it becomes imperative to build their capacities and to empower them to work for the holistic development of rural India. Capacity Building (CB) therefore, forms the major strategy to enhance the abilities of EWRs by imparting training on their roles and responsibilities as well



as on areas of good governance, role and functions of Gram Sabha, livelihood creation, conflict resolution, use of ICT in panchayats, etc. Towards this end, the Centre for Panchayati Raj (CPR), National Institute of Rural Development & Panchayati Raj (NIRD&PR), Hyderabad, in collaboration with the National Commission for Women (NCW) has taken up massive initiatives to meet the CB&T requirements of EWRs in the States of Jharkhand and Manipur. The CB&T programme of EWRs of Jharkhand was inaugurated by Hon'ble Minister for Women and Child Development,

Ms. Maneka Gandhi and Hon'ble Minister for Rural Development & Panchayati Raj, Shri Narendra Singh Tomar through video conferencing on April 17, 2018. The CB&T programme of EWRs of Jharkhand covered a total of 3401 women representatives, spread over 376 panchayats of 28 blocks of three districts (Simdega, Pakur and Chatra) of Jharkhand. Likewise, the CB&T programme for EWRs of Manipur was inaugurated by Hon'ble Chief Minister of Manipur, Shri N. Biren Singh at Imphal on April 9, 2018. This programme, which is now being implemented, covers four

districts (Imphal East, Imphal West, and Bishnupur, Thoubal) of Manipur and targets to impart training to 900 EWRs.

Capacity building programmes of this kind are expected to bring qualitative changes in the personal lives of the Elected Women Representatives, who would certainly transform the rural political scenario with their active presence, meaningful participation and effective representation.

**Dr. Pratyusna Patnaik**  
Assistant Professor  
CPR, NIRD&PR

## NIRD&PR celebrates Swachh Bharat Parv

In view of Ambedkar Jayanti on April 14, and on April 18, 2018 to celebrate Swachh Bharat Parv, the NIRD&PR conducted a cleanliness drive in the NIRD&PR campus. The event saw wholehearted participation from every section of the campus community, including the residents, PG-DRDM students, and Bharatiya Vidya Bhavan's Vidyasharam's teachers and students.

The cleanliness drive started at 7 am on both the days (14th & 18th April), and continued up to 8:30 am. Participants (faculty members, campus residents, PG-DRDM students, BVBV school teachers and students, and staff), who were divided into teams, went in various directions, and collected over 20 bags of plastic waste including plastic bottles on day 1; and about 12 bags of plastic waste and carry bags on

day 2. They were sent to ITC Dry Resource Collection Centre at Rajendranagar for segregation so that the items that can be recycled, separated and sent to the recyclers. The Sanitation Wing of the Maintenance Section also participated actively, and supported the cause behind the cleanliness drive.

Everyone who participated in this cleanliness drive expressed that they take a lot of pride and share the same about the clean and green campus, they work and live in. All the participants appreciated the Green Protocol that is implemented in the campus. As per the suggestion of the participants of Swachh Bharat Parv, green protocol slogans such as 'no plastic carry bags', 'no plastic water bottles', will be placed at important junctions in the campus.







## Training programme on ODF sustainability and solid and liquid waste management

The Centre for Rural Infrastructure (CRI) conducted a five-day training programme on 'ODF Sustainability and Solid and Liquid Waste Management' at NIRD&PR, NERC, Guwahati from April 23 to 27, 2018. This was planned exclusively for participants from the North Eastern States of India. Forty participants from Assam, Meghalaya, Sikkim, Arunachal Pradesh, Mizoram, West Bengal, and Odisha who work at the Block and district level, participated in the event. Few NGOs working at the State level also participated in the event. ODF sustainability guidelines and strategies were discussed on day-1; and the States also shared the strategies they have

put in place for sustaining the ODF status. On day-2, issues related to waste management in rural areas; and ways to address them through technologies and social interventions were discussed. The following were some critical sessions that added value to the programme:

- Composting technologies dealt by a Professor from IIT, Guwahati
- Waste water Management technologies dealt by a Professor from IIT, Guwahati
- DPR preparation for solid waste management dealt by a retired faculty from BRAIPRD, Kalyani, West Bengal.

- Social and Behaviour Change Communication dealt by NIRD&PR faculty

As part of the programme, the participants were taken to Bashishta temple in Guwahati. The participants cleaned up the area around the temple for about one-and-a-half hours. They pointed out that India can be clean, if only everybody made it a point to leave any public place cleaner than it was. The programme was coordinated by Dr. R Ramesh and Prof. P SivaRam from NIRD&PR, Hyderabad. Dr. M K Shrivastava, Assistant Professor at NERC, Guwahati served as the local coordinator.

## 127<sup>th</sup> birth anniversary celebration of Dr. B.R. Ambedkar at NIRD&PR



The 127<sup>th</sup> birth anniversary of Dr. B.R. Ambedkar was celebrated at Dr. B.R. Ambedkar Block in NIRD&PR on April 14, 2018.

Dr. Siddayya, Associate Professor, Centre for Natural Resource Management, delivered the welcome speech.

Dr. W.R. Reddy, IAS, Director General, NIRD&PR, who was the chief guest at the celebration, garlanded Dr. B.R. Ambedkar statue inside the Dr. B.R. Ambedkar Block. Following him, senior faculty members, staff and students too offered floral tributes to the statue.



Further, the Director General along with Dr. Gyanmudra, Prof. & Head, Centre for Human Resource Development, released a book on Dr. B.R. Ambedkar titled 'Understanding Bharat Ratna Dr. B.R. Ambedkar's Views in the Context of Dalit Literature' compiled by CDC staff Smt. K. Radha Madhavi and Shri P Sudhakar, and Dr. Gyanmudra.

Addressing the gathering, Dr. Gyanmudra urged the audience to follow the footsteps of Dr. B.R. Ambedkar, who was a great visionary.

In his address, Dr. W.R. Reddy noted that Dr. B.R. Ambedkar set the course, which is relevant for many centuries.

"Remembering Dr. B. R. Ambedkar and celebrating his birth anniversary are indeed nice things. But it would be more relevant if we could at least put

into operation his preaching and what he wished to implement. NIRD&PR acts as a fulcrum for enabling his visions and I don't see any other better platform for making his visions a reality. I feel proud to be part of NIRD&PR, which provides ample opportunity to achieve his dreams," he said.

However, Dr. Reddy expressed concern over the level of contributions.

"We have to ask ourselves whether we can go that extra mile to fulfill his dreams. We talk about poverty and backwardness as millions are looking at us for the solutions. We have to put in our full potential by stretching ourselves and utilising the platform provided by NIRD&PR. We have to re-dedicate and innovate ourselves to achieve what

Dr. B.R. Ambedkar visualised. This can be achieved by reaching out to more people and making the difference in the rural eco system," he said.

Dr. Reddy also expressed his anguish over the sexual assault on a minor girl in Kashmir.

"It is a sad and unfortunate incident. Are we moving in the right direction?" he asked.

The Director General also garlanded the portrait of Dr. B.R. Ambedkar inside the library building.

Dr. R Chinnadurai, Associate Professor, Centre for Decentralised Planning, proposed a vote of thanks.

Earlier in the day, students headed by Dr. P SivaRam, Prof. & Head, Centre for Rural Infrastructure, and Dr. R Ramesh, Associate Professor, carried out a cleanliness drive on the campus.



## International training programme on decentralised governance and delivery of services - way to good governance

Democratic decentralisation is generally defined as a strategy that brings service delivery closer to consumers, improves the responsiveness of the Central Government to public demands and thereby reduces poverty, improves the efficiency and quality of public services and empowers lower units to become more involved for good governance. In Asia and the Pacific region, the number of people affected by palpable

poverty is higher than most other regions of the world. To distribute governance services to these rural, poor people on basic civic needs and other sectors such as education, health, water supply, sanitation, roads, communications, power, etc., decentralisation is one of the most effective and straightforward way. It can alter the complexion of distribution and provide institutional support for the delivery of services.

In this context, the Centre for Good Governance and Policy Analysis (CGGPA), NIRD&PR, in collaboration with the Centre on Integrated Rural Development for Asia and the Pacific (CIRDAP), organised an international training programme on 'Decentralised Governance and Delivery of Services - Way to Good Governance' from March 19 to 28, 2018 to discuss the potentiality of decentralisation and share the best practices of good governance



so that the member countries of CIRDAP can adopt the idea of decentralisation to make a good governance system.

The training was designed as follows:

Module 1: Theories, Concepts and Components of Decentralisation, Good Governance, Institutions of Service Delivery and its role in Democracy in Developing Countries
Module 2: Sharing of Best Practices in Decentralised Governance through Country Paper Presentations
Module 3: Rural Development Programmes in India and its Experiences
Module 4: Initiatives of Good Governance and Technology Supporting Decentralised Governance and Service Delivery
Module 5: Field Exposure to the Institutions Working on Good Governance and Service Delivery.

In total, 16 participants from nine countries, namely Afghanistan, Bangladesh, Fiji, Iran, Laos, Nepal, Sri Lanka, Thailand and Vietnam attended the course. The participants were officials attached to the Department/Ministry of Rural Development in their respective countries.

The programme started with the inaugural address by Dr. S Jyothis, Prof. & Head (i/c), CGGPA, followed by the ice-breaking session and programme design by Dr. S. K. Sathyaprabha, Course Coordinator and Assistant Professor, CGGPA.

Dr. S Jyothis handled a session on 'Sustainable Development Goals Challenges and Achievements in Developing Countries.'

Dr. S. K. Sathyaprabha handled two post-lunch sessions on 'Decentralised Governance as an Expression of Good Governance' and 'Rural Development Programmes and Its Linkage with the Good Governance' to enable the participants to have an overall view about the Indian rural development structure and its functions in the present scenario. She also overviewed various sessions in the training such as Service Delivery

through Local Government- Way to Good Governance, Participatory Democracy at the Grassroots as field visit to different places, presentations on field visit and group discussions and interactions about various sessions and seeking from the participants for application of the inputs in their respective countries.

The following topics were handled by NIRD&PR faculties

- Watershed Approach to Agricultural Development in drought and desert-prone areas
- Social Accountability and Audit
- Role of ICT in Decentralised Governance
- Policies and Programmes for Safe Drinking Water and Sanitation: Indian Experience
- Employment Guarantee under MGNREGS: Problems and Challenges
- Open Governance System
- Disaster Preparedness and Mitigation
- RTP Functions
- Methodology of Grassroots Planning
- Strategies for Financial Inclusion for Rural Poor: Micro Credit Experiences
- Sustainable Rural Livelihoods
- The Role of Value Chains in Enhancing Small Farmer Incomes
- Application of Geo Information Technology in Rural Development Project

As per the training schedule, a three-day field visit to Chennai, Tamil Nadu was planned to learn practical implementation of service delivery at the grassroots. First day of the field visit was planned to the State Institute of Rural Development (SIRD), Tamil Nadu where Tmt. Meenakshi Rajagopal, I.A.S., Principal Secretary/ Commissioner of Rural Development and Panchayati Raj (Training), Tamil Nadu handled a session on Tamil Nadu Panchayati Raj System and its functioning in the execution of various rural public services followed by interaction with the participants. Mrs. M. Mathavi, Director, SIRD Tamil Nadu had elaborated on the roles and responsibilities of SIRD, Tamil

Nadu as Decentralised Governance and Delivery of Services. Dr. A. Arputharaj, Lecturer (Sr. Scale), SIRD, Tamil Nadu, detailed about the capacity building of PRIs on rural development and good governance subjects undergoing in SIRD Tamil Nadu. On the same day, the team along with the SIRD Director, faculty and BDOs visited Karasangal Panchayat where the participants witnessed a demonstration by Mr. Sivaram Kumar, Assistant Director (Trg), Tamil Nadu SIRD&PR and Mr. T.A. Muthukumar, BDO// RO, (Trg ) Tamil Nadu SIRD&PR along with Shri Balaji, Kunderathur block Zonal Dy. BDO and Shri Nazar, Panchayat Secretary about various activities undertaken in the panchayat, namely Social Forestry, Oorani work undertaken by MGNREGS, vermicomposting and a well maintained nursery having medicinal plants.

On the second day, they visited Kunathur Panchayat of Thirukalukundram Block. The public distribution system was working on the day of the visit and participants were able to get information from the officers who are distributing the commodities. They also had interaction with the common people who are accessing the services. In the same village, two houses being built under the Pradhan Mantri Awas Yojana - Gramin (PMAY-G) Scheme (one under construction and another completed) were visited. The participants talked to the beneficiaries of the project and spent some time at the pre-primary school (Balwadi) in this village. The preparation of ground works for vermicompost was going on at Kunathur panchayat and the participants also got involved in the work.

On the same day, they visited Puthupattinam panchayat where they were invited to the newly constructed panchayat office building. The participants interacted with Shri Sundramoorthy, Zonal Dy. BDO and Shri Kanniappan, Panchayat Secretary and clarified their doubts about the functioning of the panchayat office.

The participants visited Mudichur panchayat on the third day and were given a traditional reception by



Shri Babu, BDO, Shri Saleem Khan, Zonal Dy. BDO and Shri Vasudevan, Panchayat Secretary. They have elaborated about various activities of Mudichur Panchayat and its success stories. Shri Sivaram Kumar, Assistant Director (Trg) Tamil Nadu SIRD and Shri T.A. Muthukumar also facilitated the Self-help Groups (SHG) while illustrating one of the SHG's Idli

Batter Making Unit and its marketing. Participants were also showed and explained the existing Solid Waste Management Unit and Reverse Osmosis Plant in this panchayat.

The programme concluded with training evaluation and interaction of the participants with Dr. W R Reddy,

IAS, Director General, NIRD&PR and Mr. Tevita G Boseiwaqa Taginavulau, Director General, CIRDAP.

The programme was organised by Dr. S Jyothis, Prof. & Head (i/c), Centre for Good Governance and Policy Analysis and Dr. S. K. Sathyaprabha, Assistant Professor, Centre for Good Governance and Policy Analysis.



## SAMARTHYA training programme under Saansad Adarsh Gram Yojana

**S**AMARTHYA training programme, a comprehensive capacity building programme of SAGY functionaries of Phase-II and Phase-III Gram Panchayats on various aspects of the participatory planning process and effective implementation of the programme was conducted at NIRD&PR, Hyderabad on April 11 and 12, 2018. The two-day programme was the first of a series of capacity building sessions to be organised in three different locations in the country.

Welcoming the participants, Dr. Gyanmudra, Professor & Head, CHRD and Nodal Officer, SAGY elaborated on the role of NIRD&PR.

"National Institute of Rural Development and Panchayati Raj,

Hyderabad is a think tank for the Ministry of Rural Development and Panchayati Raj. The Institute, which is one of the major stakeholders of this entire programme, has rich experience in training and capacity building. Hence, the Ministry has bestowed the responsibility of training and capacity building for the charge officers of SAGY Programme upon NIRD&PR," she said.

A total of 105 participants from Andhra Pradesh, Telangana, Tamil Nadu, Kerala, Karnataka, Andaman & Nicobar Island, Daman & Diu and Dadra & Nagar Haveli attended the programme. The participants included State Nodal Officer, State Trainers and Charge Officers under the SAGY Programme.

Shri Atul Kumar Tiwari, Joint Secretary (Policy Planning & Monitoring and SAGY), Ministry of Rural Development, welcomed the facilitators (NIRD&PR) and the participants from the States through video conference and shared the expectations of the Ministry. He reiterated that SAGY is a core scheme of the Ministry of Rural Development and is unique in actuating the direct involvement of the Hon'ble Members of Parliament in the village level development.

Shri Atul Kumar Tiwari requested the State Nodal Officers of SAGY to take a special interest in organising State Level Empowered Committee meetings to review and monitor Village Development Plans and issue State-specific instructions for convergence. Further, he highlighted

the availability of detailed data on development indicators and gaps under Mission Antyodaya and directed the Charge Officers to leverage the same in their respective Gram Panchayats for prioritisation and saturation of basic services and needs.

Inaugurating the training, Dr. W R Reddy, IAS, Director General, NIRD&PR, emphasised the importance of two most valuable social development indicators – education and health – which play a crucial role in the holistic development of the village. He noted that eradication of poverty is impossible without education. He further raised concern over the quality of teaching in government schools, on which a huge amount of population of the country depends. He cited lack of leadership as the reason for the prevailing situation.

“Despite having talented pools of teachers compared to private schools, government schools cannot perform like them,” he said.

Dr. W R Reddy further emphasised that there exists a huge gap in respect to the health situation in entire rural India. He advised the participants to rope in all the stakeholders like government institutes, NGOs, individuals like teachers, key persons of the Gram Panchayat, etc.,

to develop and implement the activities under GPDP.

Dr. Oomen John, faculty, Kerala Institute of Local Administration and Shri Saroj Dash, OSD, Centre for Panchayati Raj, NIRD&PR were invited as resource persons on the first day of the training programme.

Dr. Gyanmudra started the session by sharing her past three years' experiences related to SAGY programmes and pointed out various challenges faced in this period. Citing few success stories, she briefly shared the activities carried out by NIRD&PR during 2014-17 under the SAGY programme. An analysis of domain-wise activities, which took place during last three years, was presented by Dr. Gyanmudra.

Shri Saroj Dash started his session with a documentary film based on the successful implementation of various schemes and programmes in Veeranapally, a SAGY Village in Andhra Pradesh. Shri Dash further handled sessions on key process involved in preparation of Village Development Plan (VDP) and listing Prioritised Needs and Projectisation in the form of VDP.

Dr. Oomen John, who is also a National Resource Person (NRP), focused on various techniques of participatory

planning. He also mentioned several success stories through participatory planning, including Baseline Survey Techniques.

Dr. Gyanmudra elaborated the revised guidelines of SAGY and also informed the roles of each functionary within the hierarchy. She also highlighted various publications carried out to assist the Charge Officers in implementing SAGY Programmes. The last session of one day was coordinated by NIC and MoRD representatives. The session was designed to demonstrate the procedure to upload Baseline Survey data on SAGY support portal.

On the first half of the second day, the resource persons engaged the participants in group activity. Each group was asked to prepare a Village Development Plan (VDP) on a given format. The participants gave their inputs to their respective group. Each group was asked to present their plan in front of resource persons and other groups.

During second half of the day, MoRD and NIC representatives demonstrated the process to upload VDP on SAGY portal and discussed all the issues in detail with the participants. During valedictory session, participation certificates were distributed to the participants.







## International training programme on planning and management of rural development programmes

An international training programme on 'Planning and Management of Rural Development Programmes' sponsored by the Ministry of External Affairs, Government of India, for the benefit of 25 officials belonging to the Ministry of Economy, Afghanistan was conducted at NIRD&PR from March 22 to April 18, 2018. This special course was designed to suit the needs of providing an overview of the rural development policies and programmes being implemented in India and also to examine the scope of their replication in the Afghanistan context since the basic nature of participants' role involves processing and clearing the rural development plans and projects. The course focused on understanding the concepts, methods and approaches in planning and formulation of projects relevant to the rural development context with focus on improving skills and knowledge on implementation and management of different rural development programmes/projects for effective delivery and achieving the intended results. Special focus was given to application of tools and techniques that are relevant to the effective monitoring and evaluation of rural development projects.

After initial days of interaction on the participants' expectations, they were exposed to PME tools such as logical framework analysis, sustainable livelihoods, results-based management and current trends in monitoring and evaluation. Given the socio-economic background of India and Afghanistan, the presentations on planning and management of different rural development programmes being implemented in India gave the participants ample opportunities not only to understand the innovations with regard to rural issues, but also provided space for interactions on differences of approaches. The groups of participants formed were imparted hands-on training for execution of these tools in their country's context. Presentations on exercises undertaken on specific projects were also made.

In addition to their visits to local institutions like International Crops Research Institute for the Semi-Arid Tropics (ICRISAT) and Gangadevipalli village panchayat in Warangal district, the participants were taken on a five-day study tour, which was coordinated locally by the Rajiv Gandhi National Institute

of Youth Development (RGNIYD), Sriperumbudur, covering various aspects of rural development interventions and focusing on context of rural and peri-urban areas.

The participants visited Kuthambakkam model village located in Tiruvallur district in Tamil Nadu and had an interaction with Shri R Elango, who has been instrumental for the promotion of various village-level products designed on Gandhian principles and the session provided them ample opportunities to know more about Gram Swaraj.

The participants further visited Mudichur village in Kanchipuram district and had an interaction with gram panchayat leaders on local governance and implementation of various rural development schemes. The innovative and collective approach of the SHG members in effectively operating income generation activities like bakery products and battered flour making units turned out to be a learning experience for them. The programme was organised by CPME team lead by Dr. G Venkata Raju, Prof. & Head, CPME.



## Training programme on integration of MGNREGS-NRM activities through watershed approach

**M**ahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS), the premier Centrally-sponsored National Rural Livelihood Scheme, is one of the most elaborately designed and implemented public welfare programmes in India. While a large number of studies have analysed the progress of employment creation under the scheme, very few have looked into the equally important issue of rural asset creation under the scheme. The scheme is Centrally sponsored and the broad guidelines are Centrally designed yet, the interpretation and implementation of the scheme is subject to wide regional variation owing to variations in local level governance capacity, governance structure and regional political economy with respect to consideration of socio-economic sub-regional planning. MGNREGS is a landmark in the history of the social legislation in the country.

The scheme aims to bring a sustainable change in the livelihood of rural communities. Workforce provided by MGNREGS is employed for Natural Resource Management (NRM) and preparation of land for agriculture. The scheme is an important step towards ensuring the right to work, guaranteed by the Indian Constitution. But, the components of the scheme also provide ample scope for NRM (almost 65 per cent of total investment) which is a major concern of the time. The twin-interlinked benefits of NRM and agriculture development in rural areas such as renovation, irrigation of canals and channels, creation and renovation of water bodies like tanks, ponds and wells, rainwater harvesting, improved water resources, maintenance of road, etc., will ensure sustainable development. Most of the NRM under MGNREGS are job oriented and also long-term assets creation. Therefore, investment through MGNREGS for the NRM activities could be a watershed approach for long-term assets creation to harvest better returns for sustainable rural livelihoods. The investment made towards NRM activities under MGNREGS is increased year after year but, there are no considerable tangible benefits. Therefore, there is a need to understand the implementation process, economics of investment and sustainability of assets created.

To explain and train 'integration of MGNREGS and NRM activities through watershed approach' a five-day training programme was organised by Centre for Natural Resource Management (CNRM) from April 23 to 27, 2018. A total of 22 participants comprising State Level Nodal Agency (SLNA), programme coordinators, SIRD faculty, Assistant Engineers, Executive Engineers, Assistant Professors, Superintending Agriculture officers from different States took part in the training programme. The main objectives of the programme were to familiarise on the convergence planning for NRM activities under MGNREGS through watershed approach, enable the participants to understand on the comprehensive impacts of integration and documentation of the best practices/models for up-scaling.

The programme was organised with four modules which include components of scheme, watershed approach and its impact, opportunities for integration and, livelihood sustainability and documentation of best practices/models. The subject specialists from NIRD&PR, eminent speakers from Jawaharlal Nehru Technology University (JNTU) and Telangana State Institute of Rural Development addressed the participants.

A one-day field visit was also organised on the implementation of MGNREGS and NRM activities to Govindapur village, Mominpet mandal, Vikarabad district. The Project Officer and Junior Engineer from Vikarabad district explained the activities taken up in the watershed area. Participants also discussed the structures developed in the watershed area. Panel discussion was also organised on the last day of the training programme on the convergence mode, trainings to be organised for the field staff, problems on the release of the funds and factors of success. Dr. J. Devi Prasad, Director, Centre for Good Governance, Hyderabad, chaired the session in coordination with NIRD&PR faculty. The entire programme was coordinated by Dr. K Krishna Reddy and Dr. Ravindra S Gavali, CNRM.





## CEO forum on skill development and DDU-GKY implementation

**D**DU-GKY, Centre for Skills and Jobs, NIRD&PR hosted a two-day 'CEO Forum on Skill Development and DDU-GKY Implementation' from April 27 to 28, 2018. Principal Secretaries of Rural Development in States and CEOs of SRLMs responsible for implementing DDU-GKY in States are the key members of the Forum. Besides, the COOs and SPMs of the States also participated in this conclave.

Dr. W R Reddy, Director General, NIRD&PR, gave the keynote address and stressed the need for the Forum to deliberate on a neutral platform and some of the key issues related to DDU-GKY implementation. This included key issues like dropout rates, deficits in HR positioning in SRLMs, training quality, how to attract the youth to become skilled and meaningfully employed, examining whether there is a need to re-examine our overall approach. The Director General stressed that NIRD & PR's effort is not just to be a Central Technical Support Agency, but also to help with trainer pooling, content building, rationalising and standardisation. A need to arrive at a scientific mobilisation methodology, strengthen the connection with the industry is something NIRD&PR can support the States with and he urged the Forum to act quickly, else it might be too late.

During the two days of intensive discussions, States shared their best practices and concerns and thoroughly deliberated on how to enhance efficiencies, capacities, data intelligence and manpower in DDU-GKY implementation. States also had an interface with three of the top PIAs of DDU-GKY where the PIAs shared the points of ease as well as unease of DDU-GKY implementation and how the States, NIRD&PR and MoRD can augment support.

On the final day, the participating States articulated the gaps and challenges in the implementation of DDU-GKY, pronounced the five bold steps they would be adopting in the next three months and suggested how NIRD&PR and MoRD can support the States to address some of the identified gaps.

In order to ensure continuity of the deliberations and interconnectedness, NIRD&PR has set up a virtual forum space for the CEOs to interact, ask and answer questions and share best practices and knowledge.

Kaushal Praveen and accredited PIA trainers were awarded the accreditation certificate by Dr. W R Reddy IAS, Director General, NIRD&PR.

NIRD&PR also released two studies associated with DDU-GKY implementation on this occasion: 'A Study of Manpower of SRLMs Associated with DDU-GKY' and 'A Study on Project Mortality Rate'.

Smt. Roshni Sen, IAS, Principal Secretary, West Bengal RD, Smt. R Vimala, IAS, CEO, Maharashtra SRLM, Shri Praveen P Nair, IAS, CEO, Tamil Nadu CDW, Shri Paritosh Upadhyay, IFS, CEO, JSLPS, Jharkhand, Shri Sambasiva Rao IRTS, CEO, SEEDAP, Smt. M S N Marak, State Programme Director, Meghalaya SIRD, Meghalaya, Shri Tabin Siga, CEO, ARSRLM, Arunachal Pradesh, Executive Director of ORMAS Odisha, Shri BN Das, ED of Telangana EGMM, Shri Madhukar Babu, COOs and SPMs from the States of Haryana, Rajasthan, Madhya Pradesh, Bihar, Kerala, Chhattisgarh, Meghalaya, and Tamil Nadu participated in the Forum.

All conference brochures and study were made accessible and viewable for the participants on their mobile phones which in turn helped in making this conference a paperless one.

### Trainer Residency Programme Conducted

The DDU-GKY division of NIRD&PR, Centre for Skills and Jobs organised a Trainer Residency programme from April 23 to 28 2018, for the domain accredited trainers of DDU-GKY Project Implementation Agencies.

The Residency is one amongst the three prongs of training quality strategy and is a step to standardise domain training methodology for the DDU-GKY candidates. This month's residency was on the retail domain, where the five selected trainers had a refresher training with the industry experts from RASCI, the Sector Skill Council for Retail, on the current trends in training and followed by retail industry exposure visit to learn about the current market trends.

The trainers submitted facilitator guides under the guidance of DDU-GKY NIRD&PR training team. The key feature of the activity was that the facilitator guide incorporates methodologies and techniques that would suit the learning sensibilities of rural audience so as to enhance learner engagement, candidate retention in the training centres and a faster transfer of learning on the job. The facilitator guides will be piloted first in selected training centres post which the testing will be made available for the PIA trainers through NIRD&PR's knowledge portal. Such an approach is expected to provide a standardised approach to skill training and quality across the country in the retail domain to begin with.

## Writeshop on development of compendium on SHG enterprises



NRLM Resource cell, NIRD&PR in coordination with NRLM conducted a writeshop from April 2 to 6, 2018 at NIRD&PR, Hyderabad to document the case studies following a standard template developed through a consultative process. A detailed discussion was held on the observations of all the enterprises visited and the final case studies have been developed by an editorial team of four National Resource Persons to finalise the case studies.

The objective of the writeshop was to enable greater dissemination and sharing of successful strategies and the best practices of enterprise promotion among States. Best practices of individual and collective enterprises that are promoted under DAY-NRLM have been

identified and documented. The case studies developed focus on objective indicators of business performance, governance and benefit accrued by the small and marginal producers.

The Farm Livelihoods Team, NRLM requested the State Rural Livelihoods Mission to nominate both individual and collective enterprises in their State to be documented. The NMMU team received more than 90 nominations of individual and collective rural enterprises from Andhra Pradesh, Telangana, Kerala, Chhattisgarh, Bihar, Maharashtra, MP, Jharkhand, Odisha and West Bengal.

Based on the shortlisting criteria developed in consultation with NRPs and SRLMs, the approximate number of enterprises that are shortlisted

for developing case studies were 50 (individual enterprises – 16, collective enterprises – 34).

The key feature of the writeshop was promotion of Producers' enterprises and innovations which is one of the key areas of focus under DAY-NRLM. Through the interventions under Mahila Kisan Sashaktikaran Pariyojana (MKSP), Annual Action Plan, World Bank Dedicated Fund, SVEP and the SRLM annual action plans, enterprises have been promoted in agriculture, livestock, NTFP and non-farm sectors. The enterprises promoted are collectives of SHG members or individual enterprises of SHG members engaged in economic activities.

The cases of livelihoods enterprises in this compendium have been drawn



from the documentation of actual cases in different parts of the country. The total cases are classified into two broad categories – Producers’ Enterprises and Enterprise-Women Work Linkage. These cases focus on the role of SHGs and women members from various facets of the enterprises governance and functioning and the benefits accruing to them.

The Producers enterprises include resource centres facilitating

the livelihoods enterprises involved in production, processing and marketing of goods and services in different sectors. Resource centres are playing an important role in catalysing various enterprises and enabling them through opportunity identification, leveraging resources, techno-managerial support services and development of systems and processes to establish robust businesses

in a professional framework for launch and growth.

The above cases unequivocally emphasise the inevitable catalytic role of local support centres to cater to the critical needs of opportunity identification, leveraging resources, techno-managerial support services and development of systems and processes to establish robust businesses in a professional framework for launch and growth.

## Training on SVEP software programme



**S**tart-up Village Entrepreneurship Programme (SVEP), the enterprise development programme has the objective of helping the rural poor come out of poverty by helping them setup enterprises. SVEP's unique proposition is in creating an enterprise ecosystem for entrepreneurial support by capacity building for entrepreneurship, including business management skills, need based financing, facilitation for bank linkage and continuous nurturing support for running viable village enterprises.

SVEP implementation started in 2016 with the approval of Annual Action Plans (AAPs) and preparation of Detailed Project Reports (DPR) with the actual enterprise formation starting in 2017-18. As on date, the programme is being implemented in 19 States and 114 Blocks with the formation of 10,000 enterprises.

The key stakeholders in the non-farm initiatives are the National Mission

Management Unit (NMMU) at NRLM, SRLMs, Block Programme Managers (BPM), community institutions consisting of SHGs, VOs, Block Resource Centres (BRC) and the National Resource Organisations (NRO), supporting the implementation of the programme.

### Objectives of SVEP

- Develop a sustainable model for village entrepreneurship promotion.
- Build the capacity of the community professionals to deliver needs based services to entrepreneurs
- Strengthen the pool of Community Resource Persons to enable the community institutions to tap the entrepreneurial potential among rural households
- Promote the use of ICT to improve the handholding and monitoring of the enterprises

### Key Features

- NRLM resource / intensive block as unit of implementation
- Community Based Organisations (CBOs) as the base for programme implementation
- Setting-up Block Resource Centres (BRC), exclusively for entrepreneurship promotion
- Establishing a cadre of CRP for Enterprise Promotion (CRP-EP) for providing support services to enterprises; supported by mentors and block programme managers
- Providing seed capital for enterprises through exclusive funds through Community Investment Fund (CIF); entire management of funds with CBO structure

As the programme enters the second year of enterprise formation, there are a

number of challenges faced by various stakeholders. There is a need to increase the pace of formation of enterprises, standardisation of training modules at various levels, operationalisation of village enterprises-IT platform, etc.

NRLM has developed a software with help of EDI, a NSO for SVEP programme and conducted training to the Block mentors, Block BPMs-SVEP, CRPs-EP, BRC representatives, Block and State Anchor persons working in SVEP vertical of SRLMs from March 26 to 1 April, 2018 at NIRD&PR.

Around 51 participants from Andhra Pradesh, Tamil Nadu, Maharashtra and Telangana attended the training programme. During the classroom sessions, participants were taught on various components and modules i.e. user creation in various tiers, assigning blocks to the user and providing access to CRP-EP and assigning tasks to CRPEP.

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