

Newsletter



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## Swachh Bharat - Behavioural Change



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## Cover Story

# Does ‘Desirable Attitude’ Lead to ‘Desirable Action’?

Attitude Change and ‘Behaviour Change’ are the concepts that development professionals often engage themselves with. In every training event we claim to be attempting to change the attitude of the people or officials toward certain ideas, policies, occurrences or events and so forth. A typical example could be the attitude change in favour of *Swachhata* (Clean India). The question is: Does the attitude built up during a training programme last forever? Does the *Swachhata* oath taken by an individual on October 2 to become a *Swachh* Citizen last; and if it lasted, how long? Does it stay on and reflect in one’s actual behaviour forever?

This is a vital question: Are *behavioural intentions* or inclinations [which we call ‘attitude’] followed by *actual behaviour*? The reality is, we often find in our lives that attitudes of people do not correlate very highly with their actual behaviour. For instance, you noticed someone discarding a paper napkin on the street corner. But, when you discuss about *Swachh Bharat*, the same person will talk non-stop that *Swachh Bharat* is a great thing and all of us should aspire to achieve it and so on. You would surely feel that the person is telling a lie, wouldn’t you? You are frustrated that the person is telling you something contrary to what he/she did just a little while ago. Is he/she deliberately telling a lie? The answer is not a plain straight ‘yes’; but ‘yes and no’.

Behavioural experts like Dan Ariely (Author of *The Honest Truth about being Dishonest*), and Daniel Goleman



(Author of *Vital Lies, Simple Truths*) explain that it is a kind of self-deception, where such people believe that their *imagined-self* to be *real-self*. Not necessarily they are telling you a lie. Their desire to be a *Swachh Citizen* is in their *consciously desired attitude*. Yet, most of the time, in matters such as discarding trash or cigarette-butt our automatic mental system springs into action, not allowing us the time to engage the conscious mental system, which received the training and orientation. Before the reflective-self wakes up, the action is over.

In normal course of life, where one does not do much of a self-monitoring, the reflective system gradually takes a laid back attitude, allowing the automatic mental system to perform. The result is trash and spits all over bus stands, railways stations, celebration halls, etc., despite the fact that there might be trash bins kept for use. This becomes our habit and actual behaviour, although in our reflective mind, our conceptual position on *Swachh Bharat* is intact, enabling us to ‘talk big’.



## The Mental Systems

Behavioural experts (including Winner of the Nobel Prize Daniel Kahneman, who authored the International best seller ‘Thinking, Fast and Slow’) state that in our mental system there is *reflective system* that is conscious, and an *automatic system* that is non-conscious. [Some use the expression ‘unconscious. I prefer to use ‘non-conscious’.] They are Reflective Mental System, and Automatic Mental System. The former is *slow and reflective*, whereas the latter is *fast and automatic* (Daniel Kahneman, 2011). Before my slow reflective mental system deliberately look for a dustbin to discard the trash, my non-conscious mental system has already acted and thrown the trash under a tree there. That means before the reflective conscious system deliberately makes a decision, the non-conscious (automatic) mental system has already responded either positively or negatively.

This is allowing our laziness to sing lull to our reflective mental system so that it does not wake up from sleep. If it got up, it will start self-reflecting and criticizing us of being double-faced. Then we may have to deploy our ego to invent some justifications, to put it back to sleep, which we can avoid settling it down to sleep.



The issue is the trash from my hands has gone to a street corner, my conscious mind unaware. My automatic (non-conscious) mental system has acted quickly without letting my slow reflective mental system to come to realize it. Why didn't my conscious mental system stop me from doing this? In other words, why my conscious mental system which underwent orientation on being and becoming a *Swachh Citizen* failed to remind me of the *Swachhata Oath* that I took hardly three months ago - on October 2? Why did I not realise until another person pointed out my actual behaviour.

When people solicit my opinion about *Swachh Bharat*, my conscious mental system starts responding: *Yes, Swachh Bharat is a splendid dream and all of us should work towards realising that dream, etc.* When his/her original-self is laid bare caught through a hidden camera, how this person behaved 10 minutes before, perhaps, he/she might defend with reasons, such as the dustbins are insufficient for the crowd, or dustbins were not kept near enough and so on. Did you look for a dustbin at all, in the first place? Trash bins cannot be kept at the centre of a celebration hall or in a bus stand. They have to be somewhere on sides, one has to look for. You put your conscious reflective mental system to sleep. Hence, it did not question your actual behaviour.

In my pursuit to find a solution I read into the works of James C Crimmins (Northwestern University's Medill School), on persuading people towards a cause like *Swachh Bharat*. He says that with time we tend to slide down to our original behaviour, although we uttered during oath taking that *I shall not litter nor shall I allow others to litter*, etc. Nevertheless, one's 'attitude and behavioural intention or the fond wish' toward Clean India is unbroken, yet the action performed was undesirable. Holding desirable attitude did not lead to desirable action when it came to the actual practice of keeping one's surroundings clean.

James C Crimmins explains this phenomenon as follows: you have not practised deliberately long enough [discarding trash in a dustbin only] for the conscious thing to move into automatic (non-conscious) mental system. Through conscious

efforts, if we religiously practice being a *Swachh Citizen* for 40 days, the chances are high that the practice will move bit by bit into our automatic mental system to stay on interminably to the extent that we hold on trash even in our pockets until we find a trash bin. As long as we don't do this for some months deliberately and resolutely, we don't look for *dustbins*; rather we look for *excuses* only.

This brings us to the point that the correlation between intentions and actual behaviour depends on such factors as how specific the intention is and the length of time between the intention and the action. 'Mental Availability' is a persuasive technique provided by James C. Crimmins to the persuaders of a cause like '*Swachh Bharat Mission*'. He says if desirable attitude has to translate into desirable action, persuaders must enable mental availability of the desirable action until that time

people automatically (non-consciously) manifest that in their actual behaviour long enough. This can be called subliminal attitude conditioning mental conditioning for certain desirable attitudes to reflect in actual behaviour.

For those who build up attitudes toward being a *Swachh Citizen*, until that attitude-response stimulus becomes automatic, one has to deliberately self-monitor action. For this to happen, 'mental availability' of reminders of *Swachh Citizenry* in as many ways as possible need to be worked out. The persuaders of *Swachh Bharat Mission* need to work on enabling such 'Mental Availability' in as many ways as possible to uphold Mahatma's spectacles.

**-Dr. R. Ramesh, Assistant Professor,  
Centre for Rural Infrastructure**

## Meeting

# Conference of Principal Secretaries of States on Swachh Bharat Mission

The country is moving fast towards realising the dream of Swachh Bharat Mission by October 2, 2019. The Ministry of Drinking Water and Sanitation (MoDWS) conducted a two-day Conference of Principal Secretaries of States from all over India at NIRD&PR, Hyderabad on February 17 and 18, 2017. Shri Parameshwaran Iyer, Secretary, MoDWS, along with Shri Arun Baroka, Joint Secretary, MoDWS, and Dr. Nipun Vinayak, Director, SBM-G along with a team of officers from MoDWS were present, upon invitation by Dr. W. R. Reddy, IAS, Director General, NIRD&PR, Hyderabad.

First day of the programme was spent discussing the progress being made by States, and setting deadlines for States to declare ODF by 2019. The conference also raised certain bottlenecks in accelerating toilet construction, and possible solutions/good practices learnt through cross-learning amongst the States.

On day-2, the officials visited Gangadevipalli village (in Geesukonda mandal) of Warangal district, Telangana, led by Ms. Nitu K Prasad, IAS, Commissioner of Rural Development, Telangana. This conference was not confined to having a closed-door discussion of progress made, but the importance



of cleanliness was practically demonstrated at Gangadevipalli in Warangal district of Telangana through a toilet emptying exercise by all the officials (Central and States) involved in SBM-G.

The delegation headed by Shri Iyer gave practical demonstration to residents of Gangadevipalli with the secretary himself entering into toilet pit and removing the accumulated waste that had already converted to NPK-rich fertiliser. This toilet emptying exercise aimed at doing away the face-shrinking feeling one gets, when it comes to touching the compost taken from twin-pit toilets for use as natural fertiliser.

The toilet pit emptying exercise was carried out in six houses. The officers personally demonstrated that the used pits could be emptied and re-used. They also displayed as to how convenient the twin-pit toilets were and there was absolutely no inconvenience or hesitation in emptying or cleaning these toilets.



The Prime Minister during his 'Man ki Baat' on Sunday (February 26, 2017) recalled the visit by a delegation led by the Union Drinking Water and Sanitation Ministry's Secretary Mr. Iyer to Gangadevipalli. The Prime Minister also praised the villagers of Gangadevipalli for practically demonstrating the importance of cleanliness to an official delegation comprising officials of both the Central and State governments.

## Training

# Training Programme on Social Marketing Strategies for Solid Waste Management

The Centre for Rural Infrastructure (CRI) conducted a five-day training programme on 'Social Marketing Strategies for Solid Waste Management' from February 6 to 10, 2017 at NERC, Guwahati. Thirty two participants from ten States viz. Andhra Pradesh, Bihar, Chhattisgarh, Himachal Pradesh, Maharashtra, Manipur, Meghalaya, Odisha, Sikkim and West Bengal attended the programme. There was one person from NGO, and all the others were from the respective State governments involved in the implementation of Swachh Bharat Mission.

The programme had both in-house sessions, as well as field visits. The topics covered included:

- Issues and Challenges in Rural Sanitation

- Resistance to Change and Understanding the Resistance to Change
- Behavioural Change Models and their application to Rural Sanitation Promotion
- Breaking the Resistance to Change - Role of IEC and BCC
- Social Marketing Strategies for Sanitation Promotion
- Model By-law for Solid Waste Management in Gram Panchayats
- Technologies and funds for SWM
- How some Panchayats are successful in solid waste management?



As part of the programme the participants were taken to Soliah Gram Panchayat in Assam for a field exposure. It's a known clean village, where the farmers grow a lot of strawberries, which is the main contributor to the household/village economy. The participants spent time interacting with the Panchayat functionaries on strategies they adopted for ODF sustainability, as well as to put in place a solid waste management system. The overall experience was that the participants found the By-law prepared at NIRD&PR on

Solid Waste Management (SWM) very useful. They would customise it to the requirements of the respective States, and implement it. The participants found the case studies of Gram Panchayats shared with them on SWM gave them insights on how to go about implementing SWM in Gram Panchayats successfully. The programme was conducted by Dr. R. Ramesh, Dr. P. SivaRam of NIRD&PR, Hyderabad and Dr. Mukesh Kumar Shrivastava of NERC, Guwahati.

## NIRD&PR and NWM (MoWR) Collaborative Off-Campus Training Programme

The NIRD&PR and NWM (MoWR) Collaborative Off-Campus Training Programme on Exchange Programme of 'Participatory Irrigation Management, Advocating, Adoption/Enactment and Motivation of WUAs' was conducted from February 6 to 10, 2017 at YASHADA, Pune (M.S.)

Judicious management of water resources is among the critical policy issues across the country, due to the absence of proper mechanisms for conservation, distribution, augmentation and efficient use. To counter this problem, a number of States in India have transferred the irrigation management responsibilities to Water User Associations (WUA) or Private/NGO Contractors during the second half of 1990s. None of the States have concentrated much to conserve water.

Despite the watershed interventions being implemented in rainfed, wasteland and drought-prone areas, the conservation of water in irrigated command areas is little tricky in nature due to hydro- geological entity of the areas. However, the effectiveness of these institutional arrangements includes water conservation mechanisms that need to be assessed. Therefore, there is a need for strategising the introduction of participatory conservation, allocation and distribution of water. Among other demands, crop-water budgeting, assessment and assured water supply ensure critical significance for Participatory Irrigation Management. Hence, this course seeks to equip the participants with the needed skills for promotion



of Participatory Irrigation Management (PIM) in sustainable manner with following objectives:

1. To enable the participants understand the management of water resources including proper mechanisms for conservation, distribution, augmentation and its efficient use.

2. To equip them with skills for the operation and maintenance of the system in tune to pool resources (both financial and human resources), delivery mechanism and repair, restoration and renovation of the system and
3. To familiarise them with the comprehensive assessment of the Water User Associations (WUA) legislation and identify its feasibility and practicability in terms of implementation



The programme was inaugurated by Director (i/c), SIRD, YASHADA, Pune. Dr. Siddayya, Course Director, presented the need of course, course design and PIM through WUAs, the present status in India.

The following topics were covered during five days of deliberations: Introduction to the PIM, concepts, scope of PIM and highlights of National Water Mission. Management of water resources, proper mechanisms for conservation including soil and water conservation practices, distribution, augmentation and efficiency in use, operation and maintenance, delivery mechanisms, repair, restoration and renovation. Shri M Satyanarayana, Advisor, NWM, Ministry of Water Resources, Government of India addressed the participants on the role and responsibility of MoWR, GR and RD.

### Learning from the Field Visit:

As a part of training, a one-day field visit was organised to understand the management and sustainability of Water User Association, water sharing and fees collection from the user beneficiaries. Team found that WUAs were effectively collecting user fees and functioning in the different commands such as head reach, middle reach and tail-end farmers. It was also learnt that the volumetric release of water to feeder canal was working well by covering the total potential irrigated area.

The participants also interacted with the WUAs members and clarified with them about various issues related to PIM and role of WUAs in management of water resources and the participants were motivated by their effort towards effective water management.

The total of 23 participants attended in different capacities of Irrigation and Water Resource Department of Government of Maharashtra namely Chief Engineers, Superintendent Engineers, Executive Engineers, Deputy Engineers, Assistant Engineers, WUA Presidents, and Representatives of NGOs. During the training programme, various innovative and best practices of WUAs models, etc., were discussed.

On the whole, the programme delivery was appreciated and felt satisfactory by the participants and the same feedback has been given in our in-house online training evaluation assessment.

The programme was coordinated by Dr. Siddayya, Associate Professor & Head (i/c), Centre for Natural Resource Management, National Institute of Rural Development and Panchayati Raj (NIRD&PR), and Dr. Anand Pusavale, Associate Professor, YASHADA, Pune.



# Masters Training Programme on Quality Assessment and Improvement of Public Governance

National-level Masters Training Programme on 'Quality Assessment and Improvement of Public Governance' was organised by the Centre for Good Governance and Policy Analysis (CGGPA) from February 15 to 17, 2017 at NIRD&PR.

In India, the vast majority of the people depend on government for essential services and entitlements. Failure of service delivery is a serious matter for them. There is a growing evidence of public dissatisfaction with the performance of governments and their agencies.

To address functional and expenditure related issues to improve service delivery, one promising track is to trace the flows of expenditure associated with activities of the service of programme. Did the expenditure flows differ between the high and low performers? The endeavour here is to see whether resource-availability was a causal factor behind the differential performance. Delays in the flow of funds and the quantum of the flows can be measured and compared. We shall refer to this as Selective Expenditure Tracking (SET). The second track will trace the chain of functions that are to be performed in the course of service delivery or programme implementation. We shall call this Track Function Analysis or FMA. Identification of the levels of the organisation and the sequence of functions involved will be the starting point in this investigation.

This programme aimed at addressing the following objectives:

- To analyse the role clarity of the concerned functionaries
- To discuss the problems with implementation of policies at every/each level
- To deliberate policy makers/officials responsible for each function
- To identify the functional expenditure gaps and prepare a matrix
- To enthuse them to apply the tools and to adopt the FMA and SET to strengthen service delivery for rural development programmes

A total of 17 participants from Finance and Rural Development departments, those officers who were exclusively dealing with Rural Infrastructure Development



Fund (RIDF) programme like Additional Secretary, Under Secretary (UG), Project Director, Deputy Director (Planning and Statistics), Executive Engineer, Executive Engineer (Civil), Assistant Executive Engineer, Section Officer, Assistant Project Officer (Housing and Sanitation), Assistant Engineer, Administrative Officer, Village Development Officer and representatives from NGOs participated in the programme.

This programme was planned to cover different topics related to 'Quality Assessment and Improvement of Public Governance' by different subject experts by covering the scope and need of Masters Training Programme. Several topics like Quality Assessment and Improvement of Public Governance, Tools for Assessing Governance for Better Service Delivery, Application of Selective Expenditure Tracking (SET), Application of Functional Marker Analysis (FMA) (A case study discussion on Investigation Fund Underutilisation, and FMA and SET analysis), Identifying Selective Expenditure Tracking (SET) and Functional Marker Analysis (FMA) Indicators for Rural Infrastructure Development Fund (RIDF) Programme for Analysis were covered. On the final day, participants made a presentation on their training and field visit learning.

As part of the programme, a special guest lecture was arranged on 'Conduct of Timely and Fair Elections as a Key to Good Governance' by Shri V. Nagi Reddy, IAS (Retd.),

Telangana State Election Commissioner. The chief guest addressed the participants by sharing his experience on conducting timely and fair elections and also interacted with the participants by answering questions like women representation in elections, increasing urban voting pattern and online voting issue, etc.

The training programmes focused to cover the following modules:

**Module 1:** Good Governance: A disciplinary transformative concepts

**Module 2:** Better Service Delivery: Role of social accountability tools

**Module 3:** SET & FMA: Application of Selective Expenditure Tracking (SET) and Functional Marker Analysis (FMA) for better service delivery

The training programme contents were delivered through a judicious mix of Lecture-cum Discussion, Role Playing, Debate, Hands-on Training on SET and FMA, Group Exercises and Presentation by groups.

Dr. M. Sarumathy, Head & Associate Professor, and Dr. K. Prabhakar, Assistant Professor of Centre for Good Governance and Policy analysis (CGGPA) were the organisers of this Masters Training Programme.

## Regional Training Programme on Promoting Institutions and Support Systems in Agriculture through Farmer Producer Organisations (FPOs) at NERC, Guwahati

Small holdings are playing a dominant role in Indian agriculture. It is a fact that the productivity of small holdings is more than that of the medium and large holdings. However, because of scale the small holders are lagging behind in terms of net gain in income. Increase in cost of production, limited marketable surplus, and lack of bargaining power are the major factors pulling them down. Even the income generated in one good season could not be sustained, if followed by a season with bad climatic conditions.

Sustaining the benefits is therefore, an important factor to be considered in the context of profitability. This can only be possible if incomes generated by them are transformed into savings and investment that sets the platform for a long term economic transformation of the area. The two key requirements for this to become possible are: a) Development of sustainable livelihoods on the basis of the augmentation of the natural resource base, b) Strengthening the people's institutions that would provide leadership to solicit the support systems.





A significant improvement in livelihoods could be possible only through successful institutional interventions and support systems. Social engineering is also proved to be a factor which, many small holders are lacking. Support systems such as credit, insurance and extension must be inclusive in nature for sustainable agricultural growth and poverty reduction. Institutions of agriculture should play a dominant role in providing the support systems. One major farmer's institution that is receiving policy support now is 'Farmer Producer Organisations'. The policy environment has been changing during the last couple of years, with a growing interest in promoting an enabling environment for FPOs with SFAC being designated as the nodal agency for their promotion. However, many FPOs registered across North Eastern States being implemented by different organisations appears to be impeding with implementation bottlenecks which calls for

capacity building of various functionaries involved in the implementation of FPOs. The programme was organised with an aim to facilitate: a) Understanding of processes involved in registering and strengthening FPOs and b) Discussion on support systems that could be availed through FPOs.

The first two days of the programme was on community mobilisation for farmers' institutions, process guidelines for registering and strengthening FPOs and institutional and financial support systems for FPOs. Sessions on role of NABARD in supporting FPOs, role of Producer Organisation Promoting Institutes (PoPI) and role of Resource Supporting Agencies (RSA) and marketing support to FPOs were handled by different resource persons. Around 38 participants from the department of agriculture and Board of Directors and CEOs of FPOs attended the programme. Major representation was from three States i.e., Assam, Arunachal Pradesh and Meghalaya. A field visit to a Farmer Producer Organisation at Boko in Assam was organised. The participants in groups made a presentation on the process of farmers' mobilisation and the process of identifying the opportunities for business and preparing business plans. The programme was organised by Dr. Ch. Radhika Rani, Associate Professor, CAS and Dr. Bhattacharya, Consultant, NERC.

## Training Programme on Evaluation of Rural Development Programmes

Considering the need of capacity building for ensuring that public resources are well-utilised for intended purpose and the expenditures on a programme for delivering the desired results, a training programme on Evaluation of Rural Development Programmes was held from February 13 to 17, 2017 at NIRD&PR, Hyderabad. A total of 17 officials from seven States working in M&E wings of planning departments, SIRDs, DRDAs and Gandhigram Institute had participated. The main purpose of programme was to equip the M&E practitioners of rural development with knowledge on evaluation of rural development programmes/schemes and utilisation of findings



in improving the programme implementation. This programme broadly covered planning, process and benefits of evaluations towards achieving the intended results and the role of

stakeholders' participation in development context by using examples of rural development programmes/schemes. Various results (at output, outcome and impact) and the monitoring of indicators relevant to the results in respect of MGNREGA, NRLM, Watershed, Agriculture and Good

Governance programmes have been discussed by guest speakers and core content of evaluation methodologies and tools with appropriate exercises were dealt by Dr. G Venkata Raju, Associate Professor, Course Coordinator, CPME, NIRD&PR.

## Lecture

# Public Lecture on Ethics Oriented Economic Policy

The S. R. Sankaran Chair (Rural Labour) at NIRD&PR organised a Public Lecture on Ethics Oriented Economic Policy on February 13, 2017 by Prof. Vishwanath Pandit, former Professor, Delhi School of Economics and former Vice-Chancellor, Sri Sathya Sai Institute of Higher Learning, Prasanthi Nilayam, Anantapur, Andhra Pradesh. Prof. R. Radhakrishna, Chairman, Advisory Committee, S. R. Sankaran Chair presided over the function. Dr. W. R. Reddy, IAS, Director General, NIRD&PR delivered the welcome address.

Prof. Vishwanath Pandit emphasised on equitable economic growth and not growth by itself, because equitable economic progress will improve the participation of people in gaining access to resources and gaining benefits from it for their livelihood. In this context, agricultural development should be given importance through increased investment and other suitable measures such as proper pricing, infrastructure development, effective education and healthcare for achieving fast growth, food security and employment for maintaining a healthy lifestyle.

In order to improve the access to different services in the country in general, and in rural areas in particular, there is need to create opportunities in the new areas and revitalise /



create institutions, which in turn will generate opportunities for meaningful and productive economic activities for the people in the country sites.

Discussing the ethical issues, in pursuit of economic policies with a historical perspective, he emphasised that any economic policy has to reach to the poorest of the poor to improve his/her well-being. Further, effective measures have to be taken to reduce inequalities among the developed and developing countries, and also between the city and countryside and among the different classes within a country.

A number of distinguished persons from different institutions of Hyderabad including the faculty and students of NIRD&PR attended the lecture. The lecture was organised by Dr. Kailash Sarap of S. R. Sankaran Chair.



## International Training

# International Training Programme on Training Methodology for Development Professionals

The Centre for Human Resource Development organised a four-week International Training Programme on Training Methodology for Development Professionals from January 16 to February 12, 2017. This programme was sponsored by the Ministry of External Affairs, Government of India under ITEC/SCCAP. A total of 25 participants representing 14 countries have attended the programme. The programme consisted of three modules followed by a week-long study tour. The programme was inaugurated by Dr. W. R. Reddy, IAS, Director General, NIRD&PR. While interacting with the trainees, the DG has emphasised on importance of Human Resource Development for Society Development. Further, he has highlighted the self- development and motivating with the people for attaining the success of organisations working for the Rural Development.

Each module was of one week duration. The modules are as follows:

- Training Approaches and Trends
- Training and Development
- Training methodology

The participants also visited the Vivekananda Institute of Human Excellence, Hyderabad and Brahmakumaris organisation for understanding the Human life and peace. As part of the programme the participants were taken to Bengaluru and Mysuru of Karnataka State on a study tour.



The participants were exposed to different initiatives like Mid-Day Meal programme through centralised kitchen and its management by Akshaya Patra Foundation, Vipasana Rural Development Institute and interacted with functionaries of the institute regarding the Child Helpline System at Mandya district. They also visited Abdul Nazir State Institute of Rural Development, Mysuru to get exposure to the satellite based communication system for training the stakeholders of different rural development programmes. Further, the participants visited Human Resource Development Centre at University of Mysore and interacted with the resource persons of the Centre on various training methodologies used to train the human resource of the University and Higher Education. The training programme concluded on February 12, 2017. The programme was coordinated by Dr. Gyanmudra, Professor & Head, Dr. T. Vijaya Kumar, Associate Professor and Dr. Lakhan Singh, Assistant Professor of Centre for Human Resource Development, NIRD&PR.

## Workshop

# Two-day Workshop on 'Revamping PGDRDM Programme'



A total of 38 participants attended the workshop representing course teachers, recruiters, alumni and representatives from different organisations such as Director, IRMA, Anand, XIMB-Bhubaneswar, XISS-Ranchi, DMI-Patna, University of Hyderabad and TISS, Hyderabad.

The participants deliberated upon the issues related to quality and rigour of the programme. The deliberations were made on strengthening the programme by increasing its base for

The Centre for PG Studies and Distance Education, NIRD&PR organised a two-day Workshop on 'Revamping PGDRDM Programme' on January 27 and 28, 2017. The objective of the workshop was to review the elements of the course structure, admissions process and placements in order to enhance the course graduates' ready relevance and usefulness to the rural sector.

Dr. W.R. Reddy, IAS, Director General, NIRD&PR inaugurated the programme. The DG in his address urged the participants to give suggestions on different aspects of PGDRDM course as per the current scenario in rural development. He was of the view to develop social entrepreneurship among the young rural development professionals.

admissions, better programme performance, evaluation and placements.

The brainstorming and in-depth discussions resulted in take-away points that are listed below:

- Increasing the base for Admissions, Common Admission Test for all Rural Development Colleges
- Changes in Admission and Selection Process, Course Structure/Design and Current Scenario in Rural Development
- Student Learning, Internship and Social Entrepreneurship in Rural Sector

Dr. C. S. Singhal, Prof. & Head, CPGS&DE, Dr. A. Debapriya, Associate Professor and Dr. Sonal Mobar Roy, Assistant Professor coordinated the workshop.



## Workshop on 2<sup>nd</sup> Conclave of Partnering Institutions on ‘Transforming India by Strengthening PRIs’

A one-day workshop on 2<sup>nd</sup> Conclave of Partnering Institutions on ‘Transforming India by Strengthening PRIs through Continuous Capacity Building’ was organised on February 15, 2017 at Vigyan Bhawan, New Delhi.

The agenda of the programme was ‘Transforming India by Strengthening PRIs through Continuous Capacity Building’. Shri Jidendra Shankar Mathur, Secretary, Ministry of Panchayati Raj, Government of India, in his welcome address has mentioned that the Central government schemes are very large and they should be implemented by the GPs at grassroots level. At present, funds, functions and functionaries are provided to the PRIs. But capabilities, leadership and guidance are missing. The crux is Capacity Building of the ERs of PRIs. The training should be well structured. It should be knowledgeable, rapport with audience is necessary. Effective communication, effective methodology is the most important factor, the Secretary said.

Addressing the participants, Shri Purushottam Rupala, Hon’ble Union Minister of State, MoPR, said that ‘Democracy begins from Gram Panchayat’. But there are many governance challenges at grassroots level. Overcoming these challenges is the biggest task. The Minister said that whatever the funds are granted they should directly reach to Gram Panchayats so that there is no leakage in the process of transferring these funds to grassroots institutions.

There are close to 3 million elected representatives of PRIs and approximately 1 lakh women sarpanches at grassroots governance. Their capacity should be enhanced and the capacity building of leadership capabilities of women sarpanches is dire need. Otherwise, Sarpanch Pathi system will continue and it will dilute the government’s efforts to bring women into grassroots level democracy. Developing women leadership is the essence of PRIs capacity building, the Minister said.

Talking at the event, Dr. W R Reddy, IAS, Director General, NIRD&PR said that the NIRD&PR is preparing small snippets of animation mode to reach ERs of PRIs. Apart from this, NIRD&PR is also preparing small snippets to push through mobile technology to reach the large number of elected representatives of PRIs.

Dr. K. Jayalaxmi, Prof. & Head, CPR, NIRD&PR, Dr. S. N. Rao, and Dr. Pratyusna Patnaik of CPR and MoPR officials attended the programme.





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# ADMISSION NOTIFICATION

## 14<sup>th</sup> POST GRADUATE DIPLOMA IN RURAL DEVELOPMENT MANAGEMENT (PGDRDM)

August 2017 – July 2018

The NIRD&PR announces its Fourteenth fully residential One-year 'Post Graduate Diploma in Rural Development Management (PGDRDM)' with an aim to create a committed and competent cadre of Rural Development professionals in the country. While laying the theoretical foundations of rural development, the programme seeks to impart management techniques that will enhance the understanding of the paradigm and practice of Rural Development. The students of the last eleven batches have been placed in Government, Quasi-Govt., Rural Development and Civil Society Organisations in the country. The Twelfth and Thirteenth batches of the PGDRDM are in progress. Selection of candidates will be made through a process of All-India Entrance Test, Group Discussion and Personal Interview.

### SCHOLARSHIPS

- Certain number of top meritorious students may be awarded NIRD&PR's Scholarship based on their performance in the Trimester Examinations.
- The North Eastern Council, Shillong, will be approached for giving fellowships to economically backward students of North Eastern States.

### ELIGIBILITY

Graduation in any discipline from a UGC recognised University. Students in the final year and expecting to complete all the requirements of graduation before **1st August, 2017**, may also apply.

### RESERVATION

Reservations for the students of the SC/ST/OBC (Non-creamy layer) and Persons with Disability (PWD) will be made as per Government of India's policies.

### ENTRANCE TEST

All India Entrance Test will be conducted on **28.05.2017 (Sunday)** at the following centres: Bengaluru, Bhopal, Bhubaneswar, Chennai, Dimapur, Guwahati, Hyderabad, Jaipur, Jammu, Kolkata, Lucknow, New Delhi, Patna, Pune and Thiruvananthapuram. However, the NIRD&PR reserves the right to cancel any of the centres or add new centres for any administrative reasons and assign any other centre to the applicants.

### HOW TO APPLY

Application form to be filled online is available from our website ([www.nird.org.in/pgdrdm.aspx](http://www.nird.org.in/pgdrdm.aspx)). Applications will be accepted through downloadable form available in our website. The filled in online (Hard copy) /downloaded application form should be submitted along with the application fee of ₹ 200/- (₹ 100/- for SC/ST and PWD candidates) through an Account Payee DD drawn in favour of NIRD - PGDRDM, payable at Hyderabad. The filled in application form should be sent to the Coordinator (Admissions), Centre for PG Studies and Distance Education (CPGS&DE), National Institute of Rural Development and Panchayati Raj, Rajendranagar, Hyderabad-500030, so as to reach on or before **15.05.2017**. Last date for the submission of filled in applications from the students of North Eastern States, Jammu & Kashmir, Andaman & Nicobar Island and Lakshadweep is **20.05.2017**.

Last date for receiving filled in Application forms at NIRD&PR, Hyderabad  
**15.05.2017**

Last date for receiving filled in Application forms at NIRD&PR, Hyderabad from the North Eastern States, Jammu & Kashmir, Andaman & Nicobar Island, and Lakshadweep  
**20.05.2017**

All India Entrance Date  
**28.05.2017  
SUNDAY**

For more details please visit our website: [www.nird.org.in/pgdrdm](http://www.nird.org.in/pgdrdm)

OIGS

Book-Post (Contains Printed Matter)



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