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CPME in NIRDPR...towards strengthening project mode
planning and implementation





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CPME in NIRDPR ... towards strengthening project mode planning and implementation

The Centre for Planning, Monitoring and Evaluation (CPME), National Institute of Rural Development and Panchayati Raj, Hyderabad is one of the three centres under the School of Public Policy and Good Governance (Box 1) mandated for project-based implementation and effective management of rural development programmes and schemes for intended results. The role of CPME gained importance in recent times due to the recommendations from a high level expert committee, chaired by Dr. C. Rangarajan.

Upon the formation of National Institution for Transforming India (NITI) for facilitating revision of annual processes for output and outcome-based budgeting within the multi-year framework for appropriate utilisation of government funds, implementing budgetary reforms, initiatives have been taken by Government of India for establishing linkages between spending and deliverables/outcomes and establishing

an evolved medium term framework of expenditure. The State Governments are to make similar shift from the 2017-18 budget onwards.

In view of the above, there is a fundamental shift in the approach of public expenditure management that includes budgeting linked to inputs, outputs and outcomes. As such, it suggests fundamental changes in the

Apart from the planned activities intended for rural development, CPME also takes up different customised activities appropriate to the current policies

methodology of budget preparation which primarily focuses on linking outputs/outcomes with the budgetary outlays by: (i) disaggregation of allocations into schemes by the concerned Ministries/Departments in consultation with the NITI (ii) outputs/

deliverables mandatorily be required to be given in the measurable/ quantitative terms (iii) NITI to take the responsibility of outcome budgets of each Ministry/ Department including deciding on the quantifiable deliverables/outputs/ outcomes for each scheme in relation to the budgetary outlays which require substantial advance planning. As such, each Ministry/Department is to make tentative assessment of requirements under various schemes to finalise the deliverables. It also includes guidelines, procedure/ mechanism for project formulation, institutional structure, time frame for appraisals, approvals and other miscellaneous issues.

Thus, to ensure more effective application of financial resources and make scheme/programme allocations more focused and outcome oriented, it is intended to lead to an improved planning and implementation of schemes by the administrative Ministries and the State governments on project mode. To achieve the mandate

Box 1: School of Public Policy and Good Governance- Strategy

Effective public policy and good governance throughout all stages / levels of Rural Development programme / project cycle in achieving intended results focusing on

- Developing and applying appropriate methodologies **(Center for Planning, Monitoring and Evaluation)**,
- Designing and facilitating enhanced role of multi-stakeholders' engagement **(Centre for Corporate Social Responsibility, PPP & People's Action)** and
- Creating and popularising tools / models of good governance for improved service delivery **(Center for Good Governance and Policy Analysis)**

of developing and applying appropriate methodologies in project planning, implementation and management, CPME has worked out various themes and sub-themes which are important in making robust project reports (Box 2).

Keeping in view of the thrust created by current policies, the centre is mandated to (i) evolving and disseminating appropriate tools and techniques in

planning, monitoring and evaluation; (ii) conceiving, designing, organising research and training programmes with a focus on results-based approach in rural development; (iii) developing suitable training modules for equipping the rural development functionaries and others on use of PME tools and techniques to achieve enhanced quality of life for rural poor; and (iv) documenting successful

planning, monitoring and evaluation processes in the form of case studies from different parts of India and organise exposure visits for the stakeholders. CPME focuses mainly on the use of tools and techniques appropriate for systematic planning, monitoring and evaluation which includes formulating results (outputs-outcomes-impacts) and appropriate development indicators. Application of Logical Framework Analysis (LFA)-based formulation for project planning and results-based management. Theory of Change (ToC)-based designing for monitoring, evaluation and impact assessment plans to carry out studies, to guide on project mode implementation of rural development programmes / schemes/projects.

In this direction, CPME is working towards achieving the specific objectives: (i) to improve the performance of rural development functionaries at all levels and all stages of project mode implementation; (ii) to learn the performance of various development interventions being implemented for improving living conditions of rural people and (iii) to provide inputs/ feedback-based on M&E studies in order to help evolve evidence-based policies, strategies and projects. CPME carries out activities in meeting the requirement of work related to handling many challenges in rural development. To bring real change in practice, CPME undertakes different activities i.e., (i) capacity building training to different stakeholders; (ii) studies for monitoring and evaluating programmes and schemes. State Institute of Rural Development (SIRDs), planning wings of State rural development departments, M&E divisions working at the State and district level, etc., are the targeted key stakeholders. Though the mandate is very large and extensive, the strategies of centre are accomplished on priority-based approach, mainly

Box 2:

Theme	Sub-theme
Evidence based policy	Authentic evidences and formulation of policy
Systematic planning	Appraisals
	Situation & Stakeholder analysis
	Problem analysis and objectivising
	Strategy designing
	Project designing with definite development indicators
Output-outcome based budgeting	Risk management strategies
	Appraisals for feasibility testing
	Well defining results
Constant tracking of results for expected change (Monitoring)	Valuation of results against funds proposed to utilise
	Project mode implementation
	Data base management on development indicators
	Positioning of dedicated team of M&E professionals
Focusing on achievements – outputs, outcomes and impacts (Evaluations)	Results based management (Results chain, matrix, etc)
	Developing intermediary advisories for mid-course
	Self-evaluation / mid-term evaluation based on scope
	Critical examination of key aspects of information (third
	Policy corrections and preparation of advocacy

to impart skills on designing results, indicators, accountability, performance measurement in view of the growing demand for real-time dashboard management of different development

programmes. Collaborative programmes with the institutes like Michigan State University, J-Pal, etc., are the efforts for updating M&E tools and techniques for internal faculty it is a continuous activity

abreast with the latest developments in this regard. Besides, CPME undertakes activities to strengthen/build develop tools appropriate to training and research with more focus on current needs and trends with changing scenarios and priorities of government policies. CPME offers technical advisory services to assist governments, NGOs and donors to strengthen their monitoring and evaluation policies, strategies and systems and helps them in designing their programme theory of change to perform their M&E framework, including selection of indicators and measurement plans in order to bring required change in their organisations by using high quality data to make evidence-based decisions.

Prof. G. Venkata Raju

Professor & Head

Centre for Planning, Monitoring &
Evaluation

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An interactive session during the Training-cum-Workshop on Capacity Building on Evaluation of Development Programmes, conducted by CPME

Telangana Governor vouches for capacity building during her maiden visit to NIRDPR



Dr. Tamilisai Soundararajan, Governor, Telangana lighting the lamp during her visit to NIRDPR. Also seen are (from left) Dr. P. SivaRam, Dr. W. R. Reddy, Shri Surendra Mohan and Smt. Radhika Rastogi

The newly appointed Governor of Telangana, Dr. Tamilisai Soundararajan, made her maiden visit to the National Institute of Rural Development and Panchayati Raj, Rajendranagar on Thursday August 19, 2019 after assuming charge in the State. On the occasion, she also launched the 'Sustainable Rural Development Initiative through Panchayats' training programme.



Dr. Tamilisai Soundararajan addressing the gathering



Dr. Tamilisai Soundararajan during her visit to the Rural Technology Park

Welcoming the guests and participants to the inaugural session held at Vikas Auditorium on the Institute premises, Dr. W. R. Reddy, IAS, Director General, NIRDPR said that the Institute

with a history of 60 years has been playing a key role in the development of rural India through training, research and academic support.

"There is a need that all the elected representatives assuming charge at the village level be trained in their day-to-day affairs. In this regard, nearly 50,000 functionaries from around the country are trained at the Institute every year. There is a demand to increase the number of participants being trained through the Institute and we are making considerable efforts in that direction," he added.

Smt. Radhika Rastogi, IAS, Deputy Director General, NIRDPR emphasised that the Institute took the initiative of training the elected representatives at the grassroots level in Jammu & Kashmir. "The Institute played a significant role in the conduct of Gram Panchayat Development Plan (GPDP) exercise on mission mode that helped the villages chalkout a

development plan with the available resources. The project was initiated on 2nd October, 2018. The Institute will also be taking up the project starting from 2nd October, 2019," she added.

Addressing the audience Telangana Governor, Dr. Tamilisai Soundararajan said that she was happy to visit the green campus of NIRDPR. She mentioned that initiatives like 'Gramoday Se Bharat Uday Abhiyan' and others established that the government was committed for rural development. She opined that "in the present day, villages lack physical, knowledge and electronic connectivity. India's soul lives in the villages and 60 per cent of the Indian population is rural and there is always a need to provide adequate resources for capacity building."

The Governor pointed out that the Institute should scale up the number of people trained every year. She lauded the decision of banning the use of plastic on

the campus. She concluded her speech with a small story about a farmer, who realised the value of his land only when it was highlighted by another person.

Dr. Franklin Laltinkhuma, IAS, Registrar & Director (Admn.), proposed the vote of thanks. Many, including Shri Surendra Mohan, IAS, Secretary to Governor, academic and non-academic staff of the institute, participants and students attended the event.

Later in the day, the Governor visited the Rural Technology Park in the Institute to learn about various sustainable rural technologies and interacted with the women/technology partners.

In connection with the visit, an exhibition-cum-sale of rural products made by self-help groups from Tamil Nadu and Telangana was arranged at the Rural Technology Park.

- CDC Initiatives

Rural Innovators Start-up Conclave-2019 held at NIRDPR



Shri Narendra Singh Tomar, Hon'ble Union Minister for Rural Development addressing the gathering during RISC-2019; also seen are (from left) Shri Mohammad Khan, Shri Arvind Dharmapuri, Dr. W. R. Reddy, Dr. Ranjit Reddy, Dr. K. S. M. S. Raghava Rao and Dr. Ramesh Sakthivel

Rural Innovators Start-up Conclave-2019 was organised by the Centre for Innovations & Appropriate Technologies, National Institute of Rural Development and Panchayati Raj, for two days on 27th & 28th September, 2019. It is a platform created for the wide array of innovators and start-ups to showcase their innovations, products,

pitch and talk about the same and to get an opportunity to partner with funding and network support. The event had provided an opportunity for the school and college students also to come up with the innovative ideas and designs for improving rural life under the Rural Innovation Design Challenge component as part of RISC-2019.

The event was inaugurated by Shri Narendra Singh Tomar, Hon'ble Union Minister for Rural Development, Panchayati Raj, Agriculture and Farmers Welfare, who was the Chief Guest. The programme was presided over by Dr. W. R. Reddy, IAS, Director General, NIRDPR while Dr. Ranjit Reddy and Shri Arvind Dharmapuri, Hon'ble



Shri Narendra Singh Tomar, Hon'ble Union Minister for Rural Development and other dignitaries trying their hands on an innovation displayed during RISC-2019

Members of Parliament, Lok Sabha and Dr. K. S. M. S. Raghava Rao, Director, Food Technological Research Institute, Mysuru for the Guest of Honour.

The event started with the lighting of the lamp by the chief guest, Shri Narendra Singh Tomar along with the other dignitaries.

Dr. W. R. Reddy, in his welcome address, said that the conclave is 3rd in the series and the emphasis and the aim of the conclave is to promote the innovators, the budding startups and to pick the ideas and the concepts from them and the students for promoting them by refining with the help of the experts in the respective field. He added that youth should convert issues into opportunities and develop enterprising models out of it. He pointed out that the start-up incubation centres and other facilities are provided in the urban areas whereas NIRDPR has come up with the platform for the rural development sector. Recollecting the event conducted in the last two years, i.e., 2017 & 2018, the DG stated that the shortcomings observed in the areas of packaging were addressed to a considerable extent in association with Indian Institute of Packaging. He opined

that the participants of this year will also be benefitted to a great extent from the expert advices they may get during the course of this event.

Dr. Ramesh Sakthivel, Associate Professor and Head, CIAT in his address stated that 90 innovators and 48 start-ups were participating with their prototypes and products. Besides 58 students from colleges, 68 students from schools were participating with their innovative ideas.

Shri Arvind Dharmapuri, Hon'ble Member of Parliament said that he is proud to be a part of this event and stated that the effort of NIRDPR in rightly identifying the concept of promoting the same is really appreciable for the development of the rural areas in the country.

Dr. Ranjit Reddy, Hon'ble Member of Parliament said that innovations are the lifeline and quoted that India is in third place in the poultry products production in the world which is because of an innovation by one person. He expressed the fond hope that this conclave would be able to bring out productive ideas and identify the innovators which can be able to transform the rural life.

Dr. K. S. M. S. Raghava Rao, Director, CFTRI said that innovation is like a newborn baby and mentioned the steps needed in scaling up an idea into a concept while stating that CFTRI is closely working with farmers to develop sustainable renewable model. He expressed the delight for entering into an MoU with NIRDPR to work in collaboration for the transfer of technology on food processing, etc.

Shri Narendra Singh Tomar, Hon'ble Minister released two books brought out by CIAT-RTP viz., Report on the RISC-2018 and the proceedings of RISC-2019 besides releasing a documentary (video) on the Sustainable Housing Technologies – DG, Bungalow.

Further, three MoUs were exchanged between NIRDPR and other Institutions viz., CFTRI, Mysuru, Marigold Threads, Hyderabad and Biotech Renewable Energy, Kerala.

Delivering key note address, Shri Narendra Singh Tomar, Hon'ble Union Minister for Rural Development stated that that he is immensely happy to be a part of the event at NIRDPR which is working in a very great way in implementing the aims and objectives

of the Government of India for the transformation of rural India. He stated that village is the main area of action. "Though efforts have been in place towards the development, yet a lot has to be done towards which the government is striving." He said and observed that the youth are in the mindset that acquiring a government job is only area to feel like settling in life. Due to this mindset imposed by the British, innovations have taken a back seat. He lauded the efforts of NIRDPR for organising a platform like RISC which could definitely pave the way for and motivate the innovators. He stated that Government of India is pumping money into the sector to take innovations ahead.

Proposing the vote of thanks, Shri Mohammad Khan, Sr. Consultant, thanked the Hon'ble Chief Guest for the guidance provided in the keynote address for the NIRDPR to work on those lines besides thanking the other dignitaries for attending in the programme and encouraging the participants who have come from all over the country to take part in the event.

The exhibition was inaugurated by Shri Narendra Singh Tomar where the innovations and the products displayed and demonstrated in 220 stalls in domain areas, viz., agriculture and allied activities,

green energy, sustainable livelihood, sustainable housing, drinking water and sanitation, health and elderly care and waste to wealth. He interacted with the participants at various stalls along with the other dignitaries besides inspecting the working of the Hydraulic mud Block making machine developed by Rural Technology Park with the assistance of its technology partner viz., Teewave Technologies.

Later, the Hon'ble Chief Guest inaugurated the Biogas Resource Centre at Rural Technology Park established by Biotech Renewable Energy, the technology partner with whom the MoU has been exchanged during the event.

In the afternoon, panel discussions were organised for the benefit of the participants and the students on the following two topics associating the experts from the relevant fields:

1. Rural Innovations for Inclusive Development – Strategies for Scaling up Start-up Eco-System – Importance of Designing and IPR
2. Financial and Marketing support for Rural Innovators & Start-ups– Scope, Opportunities and Schemes

On day two, i.e., on 28th September, 2019 Sadhvi Niranjana Jyoti, Minister for State, Rural Development, Government

of India participated in the programme as Chief Guest. In her address to the participants she appreciated the innovators for displaying and demonstrating such useful innovations recollecting the various innovations and products she inspected during the course of the day. Appreciated NIRDPR for the efforts put in for bringing all of them on a single platform for promoting the innovations and the innovators, which would result in helping the rural community for adopting them towards the rural transformation.

The Hon'ble Chief Guest, Sadhvi Niranjana Jyoti laid the foundation stone for the Integrated Dairy Development Unit being established by NIRDPR at RTP which will serve as a training-cum-demonstration centre for the rural community, unemployed youth, etc.

During the day, a motivational talk was delivered by Dr. Vikram Singh Tomar for the benefit of the participants.

Chief Guest, Sadhvi Niranjana Jyoti further distributed the merit certificates and awards to 14 innovators, 11 start-ups and 41 (21 school students, 20 College Students) besides special recognition certificate to 12 of the exhibitors.



Dignitaries taking a look at an innovation displayed during RISC-2019



Shri Sujaram repairing a flashlight torch with the training acquired at RSETI

Shri Sujaram is a differently-abled youth who couldn't pursue his studies beyond 8th class. He had to face many hurdles and challenges in his life due to his family's poor economic status and his limited physical abilities. Despite his limitations, he had a strong urge to become economically independent and self-sufficient.

With his limited knowledge and experience, he started a small kirana (grocery) shop in his village. Due to his fear of failure, he could not run the shop efficiently.

It was at this time that ICICI RSETI, Bhopalgarh satellite centre team conducted an EAP i.e., Entrepreneurship Awareness Programme in his village. He became aware of the free skill training programmes conducted at RSETIs.

After a counselling session by the RSETI staff, he enrolled for the free residential 'Gharelu Vidyut Upkarn Sewa Udyami' skill training programme proposed to be conducted at ICICI RSETI, Jodhpur. Even after enrolling for the course, he had to face several challenges. The distance between his village and

the training centre was 12 kilometres. Due to the physical condition, Sujaram faced difficulties to commute to the centre due to his physical condition. Moreover, he could not afford the cost of travel to the training centre. Reluctantly but cautiously and without much hope, he discussed these problems with the RSETI staff. Seeing his eagerness and willingness to undergo the training, the ICICI RSETI staff decided to provide him travel allowance. This gesture from RSETI instilled a lot of confidence and hope in him. The hesitation, doubts and worries which he had in joining the free skill training programme vanished.

He completed the training with lot of enthusiasm and involvement. According to him, the training was very comprehensive as it consisted of several practical sessions in addition to the regular theory classes. He found the RSETI staff and trainers very supportive and encouraging. During the course of training, he acquired the skill to repair domestic electronic equipment like washing machine, mixer grinder, fan, cooler, iron box, etc. He also learnt the

basics and acquired working knowledge in electrical and electronic wiring and fittings. Sessions in financial literacy and entrepreneurial competencies helped him to learn the basics of starting and running a business unit, net banking, bookkeeping and accounting, costing, pricing and profitability.

After completion of the training programme, he was given a course completion certificate and also a free tool kit during the valediction function. With the skill and self-confidence acquired during the training and the free toolkit given to him, he immediately started the work of repairing home appliances at his existing kirana shop.

ICICI RSETI helped him to apply for a loan. He was sanctioned a loan of Rs. 1,00,000 under the 'Vishwas Yojana' for handicapped entrepreneurs. Today, he has expanded his old kirana shop and is successfully running the enterprise with new zeal, zest, enthusiasm and confidence after completing his skill training at ICICI RSETI. Presently, he is earning Rs. 8,000 per month and is happy to be able to provide a better life for his family members.

Name of successful entrepreneur:

Shri Sujaram

Name of RSETI:

Bhopalgarh Satellite Centre of ICICI
RSETI Jodhpur

Name of skill training:

Gharelu Vidyut Upkarn Sewa
Udyami (Domestic home appliances
repairing and servicing course)

Credit linkage:

Rs. 1,00,000 (one lakh) sanctioned
under Vishwas Yojana

Library Talks on Conservation of Sparrows by Dr. Rajani Vakkalanka



Dr. Rajani Vakkalanka interacting with the audience during the Library Talks

A library talk was conducted by the Centre for Development Documentation and Communication (CDC), National Institute of Rural Development and Panchayati Raj, Rajendranagar on September 20th, 2019 at library on the campus. The topic of the talk was 'Conservation of Sparrows' and the lecture was delivered by Dr. Rajani Vakkalanka from Mahini – People for Mother Earth.

Dr. Akanksha Shukla, Associate Professor and Head, CDC welcomed the distinguished guest. Dr. Rajani Vakkalanka began the talk with defining biodiversity (variety and diversity of life forms found on planet earth). Biodiversity is further classified into species diversity, genetic diversity and ecosystem diversity. She added that India is one among the 12 mega biodiverse countries in the globe. A mega-diverse country is one, where 60-70 per cent of the flora and fauna present in the entire planet are found in a single country.

Dr. Rajani pointed out that the serious threats to biodiversity are: i) fragmentation and destruction of wildlife habitat ii) spreading of invasive species iii) various kinds of pollution iv) climate change (change in temperature is affecting the breeding of various species) v) over use of natural resources.

The speaker emphasised the significance of biodiversity i.e., the survival of one species depends upon the other species. She gave the example of vultures being endangered because of feeding on the carcass of the livestock, which had consumed Diclofenac (a drug used to control pain). The birds feed on insects, which infest the crops. Birds act as natural guardians of the produce.

Bull frog was one among the frog species found in India. In 1970's, the frog legs were exported to other countries as it was a famous delicacy. Within a few years, their number came down to a large extent. According to the WWF (World Wide Fund for Nature) report, 60 per cent of wildlife has been wiped out since 1970.

India is home to 1,224 species of birds, where as the State of Telangana has 400 species, and 220 species of them are found in Hyderabad. She pointed out that main reasons behind the sparrows' missing are: i) changes in house patterns and urbanisation ii) air water and soil pollution iii) indiscriminate use of pesticides.

Why do we need birds ?

- They actively take part in forest and tree growth
- They are called natural gardeners as they help in transporting seeds
- They help in cross pollination

In China, when Mao Zedong was ruling, he ordered for the mass killing of all the sparrows in the country in order to save rice grains. He had planned to feed the same rice to people. However, the next harvest was very less. Birds actually feed on the insects which attack the crops, and all the sparrows were killed it affected the production.

Later, Dr. Rajani shared her experiences in conserving the sparrows in her colony. She has taken awareness sessions in Nehru Zoological Park, educational institutions and other places. The speaker elaborated on how to build a nest for sparrows using the wood leftovers. Sparrows live around the human population and they do not opt for trees to make their nests. They clean themselves regularly, to keep their wings dirt free, which in turn helps them to fly away fast from their predators.

"From the time the efforts started, it took six years for the first pair of birds to occupy the modern nest set up by us," she added. After the lecture, she answered a few questions posed to her by the audience.

Dr. Akanksha Shukla thanked the speaker on behalf of NIRDPR. Many, including academic and non-academic staff of the Institute and students, attended the event.

-CDC Initiatives

First IGBC rated Net Zero Energy – Platinum RSETI building inaugurated in Jodhpur

Smt. Alka Upadhyaya, Additional Secretary, Ministry of Rural Development, Government of India inaugurated a Rural Self Employment Training Institute (RSETI) building in Jodhpur on 11th September, 2019. Shri Girish Chandra Chaturvedi, Chairman, ICICI Bank, Smt. P. Champakavalli, Project Director, RSETI Project, National Institute of Rural Development and Panchayati Raj, Hyderabad presided over the event. This building has been awarded a “Net Zero Energy – Platinum” rating by Indian Green building Council (IGBC). This is the first building in the country to get the coveted award.

ICICI RSETIs undertake skill development activities in Udaipur and Jodhpur districts of Rajasthan through the hub and spoke model. There are two residential centres at Jaipur and Jodhpur along with 19 non-residential centres. The centres offer 10 to 45 days of skill training in over 30 trades to individuals from economically weak as sections between 18-45 years of age. The skill training helps the trainees to start their own self-employment ventures to earn sustainable livelihood in their villages without migrating to suburbs and cities. After the training is completed, free-of-cost toolkits are provided to the trainees to help them start their enterprises instantly. Since inception, ICICI RSETIs

have trained over 88,000 people of which 55 per cent were women.

A suitable learning environment will sensitise the trainees towards environment. Keeping this in mind, ICICI has constructed this green building which includes state-of-the-art facilities. This building is likely to consume only 50 per cent electricity and water, as compared to a conventional building.

The Government of Rajasthan provided land and National Institute of Rural Development and Panchayati Raj, Hyderabad released a grant aid of Rs.1 crore sanctioned by the Ministry of Rural Development, Government of India towards the development of this facility. The foundation of the building was laid by Shri Ashok Gehlot, Hon'ble Chief Minister, Government of Rajasthan.

Illustrative features of this “Net Zero Energy – Platinum” rated building are as follows:

- Use of local sandstone from Jodhpur called ‘Chittar Patthar’ which is least affected by extreme weather conditions.
- The building has thick walls, stone grills and open corridors for effective cooling.
- Environment-friendly

installations like rooftop solar system and a fully natural phytoremediation sewage treatment plant, which has a variety of shrubs and plants whose roots clean the dirty water. The recycled water is used for flushing and irrigation of the landscape in the premises.

- Setting up LED-based lighting and standalone solar street lights for lighting the outer premises.
- Usage of cool roof tiles to maintain temperature inside the building.
- Deployment of star rated appliances, energy efficient DC fans and an energy monitoring system to ensure optimal utilisation of energy.
- Utilising natural daylight which is available abundantly in more than 80 per cent functional areas of the building owing to its special design.
- Undertaking rainwater harvesting for water conservation and drought-tolerant variety of landscaping with drip irrigation facility.
- Fully accessible building design with ramps and toilet for differently abled.

The above listed cost-effective and eco-friendly features can be adopted by the sponsor banks of other RSETIs which are yet to commence construction of buildings in various districts.



Smt. Alka Upadhyaya, Additional Secretary, Ministry of Rural Development, Government of India inaugurated the building

ToT on Convergence of MGNREGS with other Development Programmes



Dr. S. Jyothis, Professor & Head, CWE (1st row 4th from right), Dr. Neeraj Mishra, Associate Professor, CWE (1st row 4th from left), Dr. Digambar Chimankar, Associate Professor, CWE (1st row 3rd from right) and Dr. P. Anuradha, Associate Professor, CWE (2nd row 2nd from right) with the other participants of the training programme

A three-day Training of Trainers (ToT) on convergence of Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) with other development programmes for better Sustainable Development Goals (SDGs) was organised by the Centre for Wage Employment (CWE), National Institute of Rural Development and Panchayati Raj (NIRDPR), Hyderabad. The event was held during 11th-13th September, 2019.

The participants were from the States of Andhra Pradesh, Bihar, Chhattisgarh, Haryana, Karnataka, Kerala, Madhya Pradesh, Maharashtra, Telangana, Uttarakhand and Uttar Pradesh. They included officials from SIRDs, SRLMs and rural development departments.

The Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) is one of the employment generation initiatives in India. It was aimed at augmenting rural livelihood security by creating sustainable natural and human made assets, through public works. The implementation of the MGNREGS promoted convergence with other rural development programmes to create

synergies in rural development. There are several instances of such synergies which enhanced rural livelihoods; supported creation of sustainable natural assets, improved the resilience of the ecosystem, adoptive capacity of community to climate change, etc.

The objective of the training programme was to impart basic understanding on nature-based solutions ecosystem services for planning, execution and monitoring of natural assets under MGNREGS to introduce methods of assessment of socio-economic benefits and monitoring of natural assets under MGNREGS for sustainable human livelihoods, enhance capacity to incorporate nature based solutions in MGNREGS planning process and integration with GPDP for localisation of SDGs and climate proofing.

The programme was inaugurated by Dr. Jyothis Sathyapalan, Professor and Head, CWE. He explained the need of the programme and sessions to be held in the three-day training programme. Later, he took a session on the role of MGNREGS on Climate Actions.

The team from IPE Global, New Delhi, headed by Ms. Sriparna Iyer and her colleagues Shri Navneet Naik and Shri Nabaghan Ojha were among the resources persons for the event. They took sessions on climate proofing MGNREGA (An overview of the Infrastructure for Climate Resilient Growth Programme). They shared their experiences while working in the States of Odisha and Chhattisgarh.

Dr. Dheeraja, Professor and Head, Centre for Social Audit spoke on transparency, accountability and social audit under MGNREGS. The session on 'No-cost, Low-cost technologies for Sustainable Livelihoods' was covered by Dr. Ramesh Sakthivel, Associate Professor and Head, Centre for Innovation and Appropriate Technologies and his team. Dr. Nagaraja Rao delivered a session on MGNREGS-NRLM convergence for sustainable livelihoods.

Dr. Digambar Chimankar, Dr. Neeraj Mishra, Dr. P. Anuradha and staff of the Centre for Wage Employment coordinated the programme.

Community-led approach can help achieve better results regarding sanitation in India - Dr. Kamal Kar on OD at NIRDPR



Dr. Kamal Kar

In developing countries like India, knowledge on sanitation and its impact is imperative and in line with the very venture, a lecture was delivered by Dr. Kamal Kar from the Community Led Total Sanitation (CLTS) Foundation, Kolkata at the National Institute of Rural Development and Panchayati Raj on 11th September, 2019. He holds a rich experience of working in collaboration with international agencies like World Bank, WSP, the Asian Development Bank, DFID, UNICEF, UNDP, Ireland Aid, GTZ, and a number of international NGOs, including CARE, Plan International, WaterAid, Gates Foundation, etc., before starting CLTS in 2010. Dr. Kar is a renowned specialist in livestock production, agriculture and natural resources, with special interest in social and participatory development.

After the welcome address by Dr. SivaRam, Professor & Head, CRI, Dr. Kar spoke at length about 'National Sanitation Policies of India and Other Countries', in which he detailed on how sanitation and the knowledge imparted is being received by people across the nation, especially in rural India.

Dr. Kar, who has international exposure on sanitation said that "a change in the behaviour of people is the need of the hour. "2.4 billion of the total population have no access to toilets globally and of them 946 million defecate in the open. The target of Millennium Development Goals (MDGs) is to provide sanitation facilities to at least 77 per cent

of the population worldwide. 68 per cent of the world population has improvised toilets, which entail that more 700 million people should have access to toilets to reach the given goal," he noted.

"Access to proper sanitation stands at 50 per cent in Western Asia, 41 per cent in Northern Africa and 17 per cent in Sub-Saharan Africa since 1999. The population without sanitation access lives primarily in Asia, Sub-Saharan Africa, Latin America and the Caribbean. In numbers, Southern Asia – 953 million, Sub Saharan Africa – 695 million, Eastern Asia -337 million, South Eastern Asia – 176 million, Latin America and Caribbean – 106 million have no access to sanitation facilities. India stands number one in the countries where open defecation takes place followed by Indonesia," he added.

Under this process of facilitating better access to sanitation, Dr. Kar opined that government servants should make laws after considering the practices and dynamics of the local community they are working with. With the help of this approach, key decisions will be taken by heads of the community, who represent and will decide for the people of their habitation. Dr. Kar also mentioned a BBC video story covering the issue of open defecation in rural Bangladesh and how the villagers were motivated to construct toilets by using CLTS. He detailed a few elements of CLTS which are as follows:

- Attitude and behaviour of the government officials
 1. Personal
 2. Professional
 3. Institutional
- Enabling environment
 1. Inter-institutional co-ordination
 2. National protocol/budget
- Tools and techniques employed under CLTS approach
 1. Pre-triggering
 2. Triggering
 3. Post-triggering

4. Post-ODF action

Specifying the policy framework, he recommended that there should be inter-institutional coordination to achieve the essential convergence. Dr. Kar put forth that Timor-Leste was the first country in the world to be declared open defecation free (ODF). Neighbouring countries like Bangladesh, Nepal and Pakistan have put considerable efforts in mitigating ODF along with African countries. In Ethiopia, CLTS and Commentary Rapid Appraisal Protocol (CRAP) were introduced in 2007 to control open defecation. He pointed that all these effort have brought about a considerable change pertaining to sanitation in the respective countries.

According to the sustainable development goal 6.2, the aim is to achieve access to adequate and equitable sanitation and hygiene for all by ending open defecation and paying special attention to the needs of women and girls and those in vulnerable conditions by 2030. Pointing at the possibilities with Swachh Bharat Mission, the speaker brought to light that the project aimed at promoting better hygiene behaviour among the population to improve cleanliness by initiating Solid and Liquid Management (SLWM) projects.

Quoting the basic premise of ODF which calls for using toilets after construction, Dr. Kar pointed that the emphasis on behaviour change at the Gram Panchayat level can be achieved by considering the local culture and practices. As part of the lecture, he briefed on how the people in rural India are using toilets for purposes like providing shelter to their cattle and storing other things, which paved way for other interesting discussions.

After his lecture, Dr. Kar interacted with the audience and shared some of his valuable field experiences with the other members in the hall. Vote of thanks was proposed by Dr. SivaRam, P&H, CFL who thanked the speaker for enlightening the audience towards sanitation and

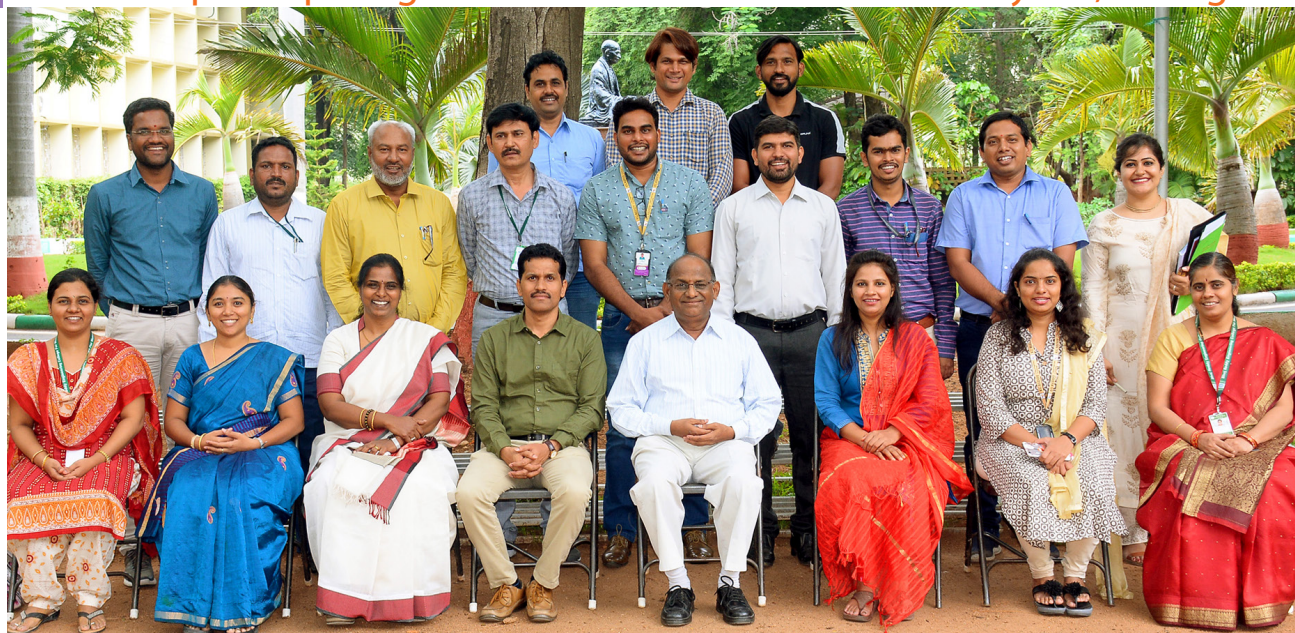
behavioural change. The event was graced by Dr. W. R. Reddy, IAS, Director General, NIRDPR and Smt. Radhika Rastogi, IAS, Deputy Director General. Dr. R. Ramesh,

Associate Professor, CFL, Dr. Akanksha Shukla, Associate Professor & Head, CDC, Dr. Debapriya, Associate Professor, CPGS, Dr. Neeraj Mishra, Associate Professor,

CWE, Dr. S. K. Sathyaprabha, Assistant Professor, CCG&PA, Dr. Anuradha, Assistant Professor, CWE and PGDRDM students were present during the lecture.

-CDC Initiatives

Capacity Building and Participatory training programme for nodal officers of participating institutions of Unnat Bharat Abhiyaan, Telangana



Dr. P. SivaRam, Professor & Head, CHRD (1st row 4th from right) and Dr. Lakhan Singh, Assistant Professor, CHRD (1st row 4th from left), with the other participants of the training programme

The Centre for Human Resource Development, National Institute of Rural Development and Panchayati Raj, Hyderabad, organised a three-day State level Capacity Building and Participatory Training Programme during 26th- 28th August, 2019.

The course was targeted at Nodal Officers of participating Institutes under Unnat Bharat Abhiyan for Telangana region in collaboration with Indian Institute of Technology, New Delhi. The course was sponsored by Ministry of Human Resource Development, Government of India, New Delhi.

The objectives of the programme were (1) To acquaint the participants with the framework for preparing the village development plan (2) To orient them about tools and techniques of Participatory Rural Appraisal (PRA) and its use in preparing village development plan (3) To make participants aware about the importance of situation analysis in preparing village development plan, (4)

To explain them about the strategies of using tied and untied funds for preparing sustainable development methods and (5) Use of Mission Antyodaya framework for preparation of action plan.

A total of 18 faculty members from nine participating institutions of Telangana State took part in this programme. Besides NIRDPR faculty, a video conference was conducted with Prof. Priyanka Kaushal of IIT-New Delhi. During her interaction with the participants, she detailed them about the motive and vision of Unnat Bharat Abhiyaan phase 2.0.

The content of the programme included an overview on UBA phase 2.0, the basics of a PRA tools and techniques, framework for village development plan, technology under UBA, practical experience on PRA and village development plan through field visit.

During the period of the programme, the participants were taken to a Gram

Panchayat where they got hands-on experience on social mapping and other PRA techniques such as transect walk, ranking matrix, etc. On the field, participants started the PRA activity by taking a transect walk from the centre of the village to the outer limit of the territory accompanied by several local informants. After completing the transect walk of the village, a social map was drawn by the community members which could help them to learn about the social and economic differences between the households.

The course team invited Dr. W. R. Reddy, IAS, Director General, NIRDPR for valedictory session. In his speech, he reiterated the importance of UBA objectives for rural development and how the technical institutions, with their technical background, can play a crucial role to bring transformational change in rural ecosystem. He wanted the current generation (students) to utilise the opportunity to interact with

residents from the village to understand the problems of rural areas and in turn, contribute for rural development.

The programme was coordinated by Dr. Lakhan Singh, Assistant Professor, Dr. P. SivaRam, Professor & Head, Centre

for Human Resource Development and Dr. R. Ramesh, Associate Professor, Centre for Rural Infrastructure.

4th management development programme on Rural Development Leadership



Dr. W. R. Reddy, IAS, Director General, NIRDPR (1st row 4th from right), Smt. Radhika Rastogi, IAS, Deputy Director General, NIRDPR (1st row 3rd from right), Prof. P. SivaRam, Professor & Head, CHRD (1st row 3rd from left), Dr. R. Ramesh, Associate Professor, CRI (2nd row 2nd from left) and Dr. Lakhan Singh, Assistant Professor, CHRD (2nd row 3rd from left) with other dignitaries of the training programme

National Institute of Rural Development and Panchayati Raj (NIRDPR), Hyderabad with its mandate of creating ideal ecosystem for sustainable rural development, considers grooming of the district level officials with special emphasis on District Collectors/District Magistrates, CEOs of Zilla Parishad, etc., as vital and important. Accordingly, NIRDPR has launched 'Management Development Programmes on Rural Development Leadership'. Three such programmes have so far been conducted with good feedback and outcomes.

In continuation with this, the Centre for Human Resource Development organised a national-level training programme on Management Development Programme on Rural Development Leadership which is fourth in the series for the prospective District Collectors/District Magistrates during July 22th-26th, 2019 at NIRDPR.

A total of 12 participants working as Additional Project Director, Assistant Commissioner, Director of Panchayat, Commissioner, Sub-Divisional Officer, Director, Deputy CEO, Assistant District Commissioner, and Senior District Magistrate from six States attended this programme.

This programme was organised by realising the importance of District Collectors/District Magistrates' role in spearheading various rural development programmes/initiatives/innovative interventions for addressing poverty, sanitation, unemployment, women empowerment, etc., in addition to their magisterial work. It is also believed that those 2-3 years of posting in the district as District Collector/Magistrate is very crucial for the officers and his/her effective functioning to realise his/her full potential in various sectors.

In view of the above background

and the role of rural development in transforming rural India and to achieve Sustainable Development Goals (SDG), NIRDPR has offered a National Level training programme on 'Management Development Program on Rural Development Leadership' for the prospective District Collectors/District Magistrates.

The main objective of the programme is to sharpen the fundamental competencies of officers such as knowledge, attitudes, values, skills and other personal characteristics that are needed to drive rural development. It also aims to make the participants recognise their potential in the early phase of the career for addressing various social sector issues prevailing in the districts, and also to make the participants aware of various supportive institutions like NIRDPR and other similar agencies to get quick solutions for district-specific problems.

Smt. Radhika Rastogi, IAS, Deputy Director General, NIRDPR formally welcomed the participants and stressed upon the existence of poverty in rural areas inspite of implementing several schemes and programmes aimed to eliminate poverty from rural areas. She pointed out that although we have been able to reduce the poverty, we have to go a long way to achieve its complete eradication. We need to implement the programmes more effectively and efficiently, she added.

Dr. W. R. Reddy, IAS, Director General, NIRDPR inaugurated the programme. While addressing the participants, he highlighted the importance of the one-time opportunity to work for rural development as a District Collector/ District Magistrate. He said that the idea of the five-day training programme is to ignite the minds of young officers on different rural development issues

(maternal mortality rate, child mortality, malnutrition, schooling, health, etc.) before they join as District Collectors/ District Magistrates so that they can contribute efficiently in rural ecosystem. Further, he asked all the officers to have vision for their district within 2-3 year time period as DC/DM and prepare a good plan to achieve those visions. He mentioned that this window of opportunity is limited for them as they have only 2-3 years time. Under such circumstances, they should pick up issues which can transform rural areas. For instance, the officers can set a target to achieve cent per cent implementation of 1,000 days of Poshan Abhiyan or address Panchayati Raj related issues, solid and waste materials management issues, connect with like-minded people/institutions to address climate change and carbon footprint issues, application of better technology for rural development, participatory

approach in planning at Panchayat level (importance to local leadership), etc. In his concluding remarks, he stressed on the importance of training and opined that training on rural development subjects should be conducted on regular intervals for the officials to keep them updated about the sector.

Sessions and objectives of the five-day programme were prepared based on the feedback given by participants during the three rounds of programmes conducted earlier and also on the basis of the suggestions and comments received by Shri S. M. Vijayanadan, former Chief Secretary, Kerala and Director General, NIRDPR. This training programme covered the following subjects during five days: Understanding the role of district collectors in district planning, rural development in India and recent initiatives, climate change and natural resource management, ethics and rural development, challenges of education in India - principals of psychology, inclusive finance, basic education and rural development, social mobilisation for empowering rural poor, skills and rural empowerment, decentralised governance and role of Panchayats, rights-based development - social accountability and transparency, health condition in India with special reference to tribal population, innovations and improvisation in administration, child as resource for Gram Panchayat and rural development. This apart, the participants prepared district vision plans and also made a visit to the Rural Technology Park on the campus.

For each session, well-known senior bureaucrats, academicians, practitioners and subject experts including Shri. V. Bhaskar, IAS (Rtd.); Dr. S. V. Rangacharyulu, former Professor, NIRDPR; Prof. Jyothis Sathyapalan, NIRDPR; Smt. Radhika Rastogi, IAS, DDG, NIRDPR; Ms. Chitra Ananth, Art of Living, Hyderabad; Dr. Kamala. V. Mukunka, Centre for Learning, Bengaluru; Prof. Sri Ram, IIM



Participants planting saplings as part of their training programme



Dr. W. R. Reddy, IAS, Director General, NIRDPR distributing certificate to a participant

Bengaluru; Smt. Shantha Sinha (Ramon Magsaysay Awardee); Shri. Jayesh Ranjan, IAS, Principal Secretary, IT, Telangana; Shri. Hari Kishore, IAS, Executive Director, Kudumbashree, Kerala; Shri S. M. Vijayanand, IAS (Rtd.), former Chief Secretary, Kerala; Ms. Somya Kidambi, Director, SSAAT, Telangana, Prof. C. Dheeraja, NIRDPR; Dr. R. Balasubramaniam, Founder and Chairman, GRAAM, Mysore; Shri. P. Bala Kiran, IAS, Director, Department of Tourism, Kerala; Shri. Devanshu Chakravarti, independent consultant, UNICEF; and Dr. W. R. Reddy, IAS, DG, NIRDPR were invited.

The content of the training programme was delivered through a mix of training methods such as lecture-cum-discussion, debate, exposure visits, group exercise, sharing of individual experiences by village presidents (success stories), and presentation by participants.

As a part of field training, an exposure visit to Hajipalle Village was arranged to learn about innovative development practices. In addition, participants were introduced to waste water management systems at Kanha

Santhi Vanam, Hyderabad. Participants also experienced a live demonstration about dissemination of cost-effective, local resource-based and environment-friendly rural technologies of different sectors exhibited at Rural Technology Park, NIRDPR.

At end of the programme, participants were asked to give online feedback/evaluation on training programme through the training management portal. It was observed from their feedback that the participants found the programme highly valuable. Some of the learning outcomes of this programme as stated by participants are mentioned below in their verbatim:

"It has changed my vision of good and effective administration"

"Learned about possible ways and means for applying the limited tenure of a collector for betterment of the people and holistic development of the area"

"Most of the topics discussed were dealing with our day to day activities, so it will definitely help me"

"Most lectures are all encompassing and would help us in long run in various fields"

"I will use innovative ideas attained during the course in to practice"

"It has enhanced our leadership power"

"By trying to innovate and expanding opportunities for livelihood as a growth engine"

The participants expressed that this programme has come at very right time and it's a value addition to their competencies, it will help them in performing job activities better.

Participants found this programme very useful for effective implementation of rural development programmes. In the evaluation report, the participants observed that all the three domains of a trainee, i.e., knowledge (94 per cent), skill (88 per cent) and attitude (90 per cent) improved after attending this programme. Overall effectiveness of the programme is 87 per cent.

Dr. Lakhan Singh, Assistant Professor, Dr. P. SivaRam, Prof. & Head, Centre for Human Resource Development and Dr. R. Ramesh, Associate Professor, Centre for Rural infrastructure organised this programme.

International training programme on Good Governance for Management of Rural Development Programmes



From left - Dr. W. R. Reddy, IAS, Director General, NIRDPR, Dr. Gyanmudhra, Professor & Head, CGGPA, Dr. Krishna Reddy, Associate Professor, CNRM and Dr. K. Prabhakar, Assistant Professor (Course Director), Centre for Good Governance & Policy Analysis (CGGPA)

during the inaugural of the training programme

4th International training programme on 'Good Governance for Management of Rural Development Programmes' was organised by the Centre for Good Governance and Policy Analysis (CGGPA) during 3rd-30th September 2019 at the National Institute of Rural Development and Panchayati Raj (NIRDPR), Hyderabad.

A total 26 international delegates from 18 developing countries from Asia, South Asia, Latin America and Africa participated. They include rural development, decentralisation and agricultural professionals. International delegates from ITEC countries were sponsored by Ministry of External Affairs, Govt. of India.

The international programme aimed at addressing following objectives: To appreciate the ethics and values of governance; to explain the context of governance, theory and practice and to teach international & national (India)

perspectives of good governance. The training programmes focused to cover the modules like 'Good governance: an international disciplinary transformative concepts'; 'Good Governance: a significant transformative in contemporary society'; 'Good governance: grassroots initiatives and leading to best practices'; 'Leadership governance as an empirical factor of State performance' and 'Flagship programmes- role of governance in effective implementation'.

Dr. W. R. Reddy, IAS, Director General of NIRDPR welcomed the participants and reflected his experiences on good governance. During opening remarks an interactive session with the participants, he emphasised that if we were all doing our work as government officials, then we would not need the prefix "good" before "Good Governance". He concluded that every one of us has a role to play how passionately we are implementing programmes and address these issues of

poor people at the grassroots level.

The entire course had sessions and lectures for the participants by different eminent speakers (in-house and invited) covering different important topics like 'Good governance -international perspectives, devolutionary process, and good governance -Indian perspectives' (Dr. Gyanmudra, NIRDPR), 'Methodology dimensions of governance measured by the worldwide governance indicators' (Dr. P. Lalita, Director, 3H Catalyst), 'Gender concerns in service delivery' (Dr. Madhuri, NIRDPR), 'Efficient, effective service delivery through democratic good governance initiatives' (Dr. Ajay Kumar Singh, IPS (Rtd.)), 'Accountable & transparent in service delivery for good governance in rural development management' (Shri James Varghese, IAS, Addl. Chief Secretary (Rtd)) and 'Appropriate technologies for rural development' (Dr. Ramesh Sakthivel, NIRDPR).

To strengthen the participants' knowledge on good governance practises, lectures on different social accountability tools like Community Score Cards (CSC), Citizen Report Cards (CRC) (Dr.K.Prabhakar, Course Director, NIRDPR), 'Social Audits' (Dr.Dheeraja, NIRDPR), 'PRA Tool for Effective Local Governance management Strategies for Rural Development' (Dr.Aruna Jayamani, NIRDPR) and 'Tool for Accountability & Transparency – discussion on RTI Successful case studies' (Mr. Rajendra Singh Kapoor, Core Faculty, HIPA, Simla) was organised.

Also topics like "Effective implementation for food security programme through e-governance: A case of AePDS in Andhra Pradesh State" (Dr.K.Prabhakar, NIRDPR), 'Financial Inclusion & entrepreneurship for effective rural development' (Dr. M. Srikanth, NIRDPR) and group discussions and exercise on "Community driven self-governed model Village – A Case of Gangadevipalli"(Dr. K.Prabhakar, NIRDPR) were covered.

The role of ICT and IT in Governance was also covered in training programme mainly focusing on 'e-governance in India: concept, initiatives and success stories' (Dr.Rajasekhar, DDG, NIC, Hyderabad); 'IT Agriculture- Rural Development'(Dr. S.Senthil Vinayagam, NAARM); 'Geoinformation technology in rural development'(Dr.N. S. R. Prasad, NIRDPR); 'Case study Lokavani & IT for SHG – Case studies discussions' (Mr. K. Rajeshwar, NIRDPR); "Improving Agriculture Governance system – Role of Farmers Producer Organisations (FPO) – Panel Discussion' (Dr. Radhika Rani, NIRDPR). This was followed by lectures by eminent persons on flagship programmes towards achieving sustainable development such as, IWMP (Dr. K.Krishna Reddy, NIRDPR), DDU-GKY, 'Aajeevika - National Rural Livelihoods Mission' (NRLM, Dr.U. Hemanth Kumar, NIRDPR), 'Swachh Bharat' (Dr. R. Ramesh, NIRDPR), etc.

Participants made a visit to Rural

Technology Park (RTP) at NIRDPR and came to learn how of RTP is accelerating wide dissemination of appropriate and affordable technologies to the rural poor for increasing productivity and enhancing their quality of life. As part a of the exposure visit, participants were introduced to different water harvesting structures as better water governance practice by Dr. Girdhara, JNTU, Hyderabad) available at local level at JNTU Hyderabad.

As part of the study tour, participants were taken to the State of Karnataka. During the study tour, participants visited Rural Development and Self Employment Training Institute (RUDSETI) – Arasinakunte –Bengaluru Rural, to understand and learn about the initiatives of RUDSETI in promoting skill development and gender entrepreneurship. Participants got opportunity to meet Mysuru district Zilla Panchayat CEO to know more about how effectively Panchayati Raj Institutions (PRI) are delivering their services especially focusing on rural India and different e-Governance initiatives by the Mysuru Z.P. The team also visited Manuganahalli Gram Panchayat office in Hunsur taluk in Mysuru district. In Devarahalli village, (Manuganahalli GP) participants had interactions with gram panchayat members and engaged in information sharing and to see development within the community. The team observed different development activities like solid waste management by the GP, purified drinking water supply, e-library, road construction, water and sanitation facilities and housing projects that are run through the Panchayat institutions. They also met the council members as well as President of village Panchayat. During the study tour visit, apart from the visits to the institutions, participants were taken to the historical and cultural places in Karnataka like, Shravanbelagola, Belur, Halibed, Mysuru Palace and Bengaluru city.

During valedictory, Dr.T.V Nagendra Prasad, Joint Secretary, Ministry of

External Affairs (MEA), Gol greeted and thanked each participant for sparing their valuable time to attend this course. He thanked respective departments pf all the 18 countries for nominating participants for this course. He concluded his speech by explaining the important and core objectives of ITEC -MEA behind conducting such international training programme for forging international relationships between India and rest of the of the world. The valedictory session ended with the remarks made by DG

At the end of the course, all the participants prepared a report of their one- month learnings from the training programme and made a presentation to the course team. All the participants have come up their own plan of action based on learning from one-month training programme and the consolidated plan of actions.

Key learnings by the participants:

- Participants learned to promote good governance initiatives at local level platforms like inter-governmental meetings and integrated development plan sessions
- Learned to evaluate what is possible and not possible for both department/institution and the country as a whole
- Learned to establish networks and liaise with other government and private institutions or officials that are involved in good governance and rural development for partnerships
- Learned to lay the groundwork for possible research topics in areas such as:
 - * Good governance
 - * e-governance and mobile governance
 - * Citizen Report Card and Community Score Card
 - * Social Audit Practices

Participants views about the programme:

1. The training programme has

taught me that several initiatives if properly implemented, could deliver desired results. Some of my main learnings now an part of my work objectives going forward, and mainly the idea of using Social Accountability Tools in the form of Community Score Cards and Citizen Report Cards in the Monitoring and evaluation of projects and programmes implemented within my Ministry and falling within the ambit of my Ministry. - **Kudakwashe Godfrey Cahaba, Zimbabwe**

2. I hope, if we have to initiate a cooperation programme between India and Algeria, it should be in involving the good governance aspects especially on the social audit with digitalisation and why not initiate with India a cooperation project named Digital Algeria and want to share the rich Indian experience on the field of, e-Governance,

social empowerment and civil society organisation. - **Ms. Lama Haider, People's Democratic Republic of Algeria**

3. I highly recommend that NIRDPR can assist the government in implementing its dreams in a shortest time and in a transparent, effective and efficient manner. Finally, the international training has achieved its goals of skilling the participants with knowledge on good governance and management of Rural Development with new tools for government reforms and transformation for the new era of technology for governance. - **Andrew Vuga Jackson Tokwiny (MA), Director of Protocol, Office of the Vice President, Government of the Republic of South Sudan**

4. The training in 'Good Governance for Management of Rural

Development Programmes' has been useful and relevant. The initiatives and schemes being undertaken in India with respect to good governance and rural development are important in ensuring prosperity of all citizens while maintaining transparency and accountability in public service delivery. - **Karen Roopchand, Ministry of Communities - GUYANA**

The training programme contents were delivered through a judicious mix of lecture-cum-discussion, role play, debate, exposure visits, group exercises, mock panchayats, presentation by groups and individual and report submission.

Dr. Gyanmudhra, Professor & Head and Dr. K. Prabhakar, Assistant Professor (Course Director), Centre for Good Governance & Policy Analysis (CGGPA) organised the international training programme.

OIGS

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 राष्ट्रीय ग्रामीण विकास एवं पंचायती राज संस्थान
NATIONAL INSTITUTE OF RURAL DEVELOPMENT AND PANCHAYATI RAJ
Ministry of Rural Development, Government of India
Rajendranagar, Hyderabad - 500 030
Phone: (040) 24008473, Fax: (040) 24008473
E-mail: cdc.nird@gov.in, Website: www.nirdpr.org.in

Dr. W.R. Reddy, IAS, Director General, NIRDPR
Smt. Radhika Rastogi, IAS, Deputy Director General, NIRDPR

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

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