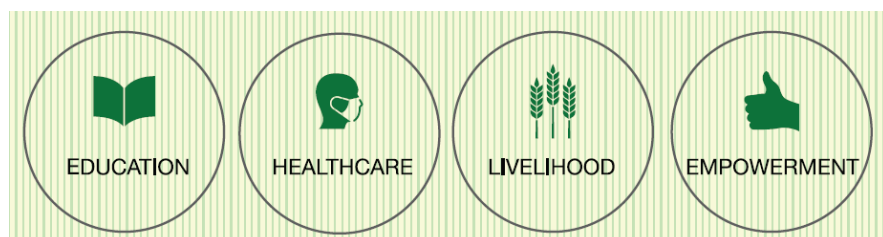


2018

# Mission Samriddhi Summit 7 Report



Celebrate

Connect

Catalyse

## **Foreword**

At the outset, we thank one and all distinguished Chief Guests, esteemed Development Accelerators and valued participants of the recently concluded 3-days Mission Samriddhi Summit 7 at Chennai [29<sup>th</sup> Nov to 1<sup>st</sup> Dec 2018].

It had been a wonderful week of listening, learning, connecting and collaborating between a myriad kinds of stakeholders throughout the country and across public, corporate, and social development spheres.

We take this opportunity to present the highlights of the Summit workshop that was very iterative and participatory. Numerous cross-learning emerged and several stakeholders got connected during the course of the Summit.

While Arun Jain began with a visionary view of development through the design thinking lens, senior bureaucrats with decades of experience in rural development dived deeper into the quintessence of the role of Panchayati Raj institutions in developing the village, and sector specialists along with civil societies chalked out the problems they faced, how they prioritized the same, sought possible solutions to deal with them and designed a road map in the areas of Education, Healthcare, Water & Sanitation, Livelihood & Agriculture and Panchayat Empowerment.

We hope you are able to assimilate the key outputs from this Summit document and enjoy reading this as much as we did putting it together.

The Summit had yet another time emphasized the mantra of Mission Samriddhi – Celebrate, Connect and Catalyse – to foster accelerated growth among all development practitioners and usher in holistic development at the grassroots level.

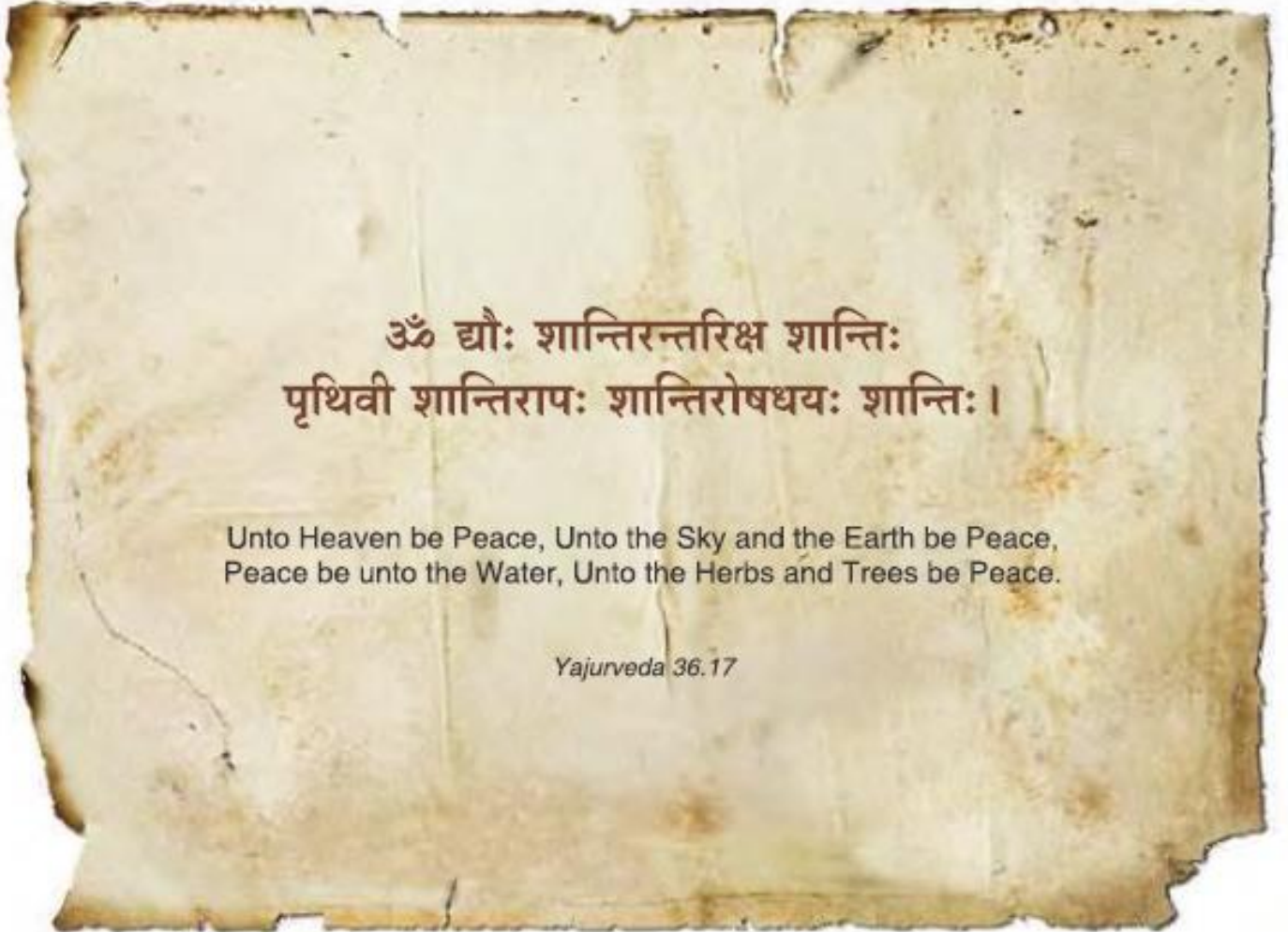
**Mission Samriddhi Team**

Mission Samriddhi Summit 7 @ Chennai

29, 30 Nov and 1 Dec 2018

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## Introduction

Summit 7 ebbed and flowed beautifully. Much like a river follows the contours of the earth it raced ahead and slowed down to suit the moment.

While there was a broad framework to the 3-day event it was only to ensure the valuable time spared by the participants was used well and to their advantage. The participating organisations were referred to as Development Accelerators [DAs] with good reason as became clear during the course of the Summit.

The enormous quantity of useful knowledge shared between the Development Accelerators allowed for deep discussions and live connects. And it all happened within the context of ensuring positive action in rural India. The 7th Mission Samriddhi annual summit began on the 29<sup>th</sup> November to 1<sup>st</sup> December 2018 at Chennai with over 150 participants from 4 thematic tracks - Education, Livelihood, Panchayat Empowerment and Water, Healthcare & Sanitation - saw intense participation facilitated by Mission Samriddhi, leading to some interesting frameworks for further action.



*Arun Jain interacting with the participants*



*Summit participants at the inaugural session*



## Flow of the Summit

Arun Jain set the context of the Summit using Mission Samriddhi's framework of Celebrating, Connecting and Catalysing for holistic rural development.

The participants then grouped themselves according to their areas of specialization: *Education; Livelihood; Panchayat Empowerment; Healthcare, Water & Sanitation*. They moved to the rooms allotted to them and the



sessions began. Each group had a facilitator and scribe from Mission Samriddhi apart from other experts from the team who helped steer the discussions.

- Participants gave a brief introduction on their organization work and problems they were solving in their area of focus.
- Each group then discussed to arrive at a maximum of three 1000 gm problem statements to address.
- Each problem was then discussed to find a framework for a solution if not the full solution.

## **HIGHLIGHT 1**

### **Salient points of the Opening Keynote address by Mr. Arun Jain**

Day 1 of the Mission Samriddhi Summit 7 began with an interactive and engaging keynote address by Mr. Arun Jain, the key features of which are captured below

- Mr. Arun Jain, started the session on a note of positive energy by the chanting of 'Om', followed by prayers / songs sung by participants from multiple states.
- Introduction of the term 'Development Accelerators' as opposed to the commonly used term NGO i.e. Non-governmental organisation set the tone of the 3 day summit
- The concept of a 'Good Design' and its key elements lead to a lively and participatory discussion that flowed into the introduction of Design Thinking.
- Stories with examples of everyday applications simplified the understanding of Design Thinking
- The significance of Listening and Dialogue was also presented using relatable stories

### **Broad objectives of the 3-day Summit**

- Keeping the 17 SDG and 8 Blocks of SAGY in mind, the 3 day Summit will attempt breaking up key problems, simplify it by using the knowledge and expertise that ~70 Development Accelerator organisations from 19 states will bring to the table
- Extract the learnings of the Development Accelerators to build something which is replicable and scalable
- Look at a problem holistically while bringing in individual perspective and experience
- Design an ecosystem with an amoebic growth of change as opposed to a directive force of change
- Development Accelerators working together to bring about a change in a Community Republic.
- What can be achieved at the end of the 3-day Summit may not be a final answer but a first step towards bringing about a change

The keynote address concluded with the an overview of the summit agenda, a process flow and the roles of each participant (presenter and listener) of the 4 Thematic tracks

### **Key takeaways**

- The 13 notes of Design Thinking (akin to 13 musical notes) that can shape one's thinking process are:

- 5 Drivers of Design - Skill, Expertise, Perspective, Idea, Alignment **(SEPIA)**
- 5 Frictional Forces that can hold back a good design - Doubt, Conflict, Anger, Fear, Ego **(DCAFE)**
- 3 Capacity Levers that can have multiplier effect and that one has to watch out for - Vulnerability, Appreciation, Limiting Beliefs **(VAL)**

## HIGHLIGHT 2

### Sarpanch Round Table

The Sarpanch Round Table was looked forward to with great anticipation and it went beyond expectations.

The comment from one of the participants that this was an “endearing summit” summarizes the sentiments of the others too who felt this event was full of positive energy and like none they had attended before.



The participants in the Sarpanch Round Table were:

1. Rabindra Nath Bera, Ex-Sarpanch – Digambarpur GP [South 24 Parganas district, West Bengal]
2. Debabrata Maity, Upa Sarpanch – Pratapaditya Nagar GP [South 24 Parganas district, WB]
3. Mona Kaurav, Sarpanch – Sadumar GP [Narasinghpur district, Madhya Pradesh]
4. N Rajeev, Sarpanch – Eraviperoor GP [Pathanamthitta district, Kerala]
5. Kamakhya Singh, Mukhiya – Pindarkon GP [Hazaribagh district, Jharkhand]
6. Laxman Yadav, Mukhiya – Tamai GP [Koderma district, Jharkhand]

It is always important to have the voice of the customer. With exactly this in mind, a Sarpanch Round Table was facilitated in Summit 7 bringing together these leaders from across the country. To better understand their perspectives and "to hear from the horse's mouth", Mr. Dilip Pal and Prof S N Reddy moderated the discussion amongst the 6 Sarpanches - 2 from West Bengal, 2 from Jharkhand and 1 from MP and 1 from Kerala.

The discussion opened with Mr N Rajeev, who presented the amazing transformation story of Eraviperoor Gram Panchayat in Kerala which has witnessed social, economic and environment development through several sustainable initiatives. Branded rice sold online, nursery for seedlings, award winning biodiversity management, river rejuvenation, Panchayat to People e-Governance program of 42 services with swift turnaround times, digital classroom in primary school, solid waste management including recycled plastic for road laying, sports council for youth, SHG based nutritional supplement production, 100 KVA solar energy project to ensure 0 billing for streetlights to save ₹16 lacs, palliative care for the elderly and national quality certification for the lab at the PHC - with all these initiatives, it is little wonder that the Gram Panchayat has achieved ISO 9000 quality certification for service delivery and won the PM award for best Public Administration in 2015.

The next story was from Mr Debabrata Maity of Pratapadityanagar GP in West Bengal who has been very successful in mobilizing ₹82 lakhs of own sources of revenue for overall development in livelihood, education and health. The highlight of this GP was the people's participation through neighbourhood meetings - a great example of democracy in action, that has seen development through proper GPDP planning and implementation. Solid waste management with Zero pollution has to be seen to be believed in this GP.

Rabindranath Bera of Digambarpur GP narrated his transformation story and personal learning that empowered human resources are far greater than financial resources. When people take responsibility of their welfare and plan for themselves, real transformation happens resulting in zero child marriages, zero malnutrition, 600 SHGs with representation from every single family and complete convergence wherein Line department officials work hand in hand with PRI functionaries. No wonder that this GP won the Best GPDP award in 2017 out of 250,000 GPs.

Kamakhya Singh from Jharkand stressed on the challenges faced by Panchayats in Jharkand specially with less manpower, less budgets despite which with the support of organizations such as PRADAN and ANODE, they have lifted themselves to eradicate child marriages, focused on primary education and more importantly on agriculture through irrigation, check dams and small ponds.

Likewise, Lakshman Yadav from Tamai GP in Jharkand reiterated the importance of education more so primary education which has been streamlined beautifully with a zero dropout rate, a library and computer training facilities. Likewise development programs for livelihood such as tailoring etc thru SHGs, Panchayat empowerment training for Gram Sabha members have been initiated.

Last but not the least, Mona Kourav of Sadumar GP, MP spoke powerfully on how she was able to focus and bring transformation in her GP in the areas of girl-child education, eradication of mal-nutrition and open defecation as well as provide a variety of infrastructure facilities for the youth including a gymnasium.

Finally, Prof. SN Reddy summed up the major learning points from all six of them being institutionalization of their best practices, participatory planning and inspiring leadership that would need to be replicated in the 100 + PCD Programme going forward. All the Sarpanches and the Moderators were recognized and awarded mementoes by Giriraj ji.

## HIGHLIGHT 3

### Summit Keynote address by Arun Jain

Arun Jain, Chairman and Managing Director of Intellect Design Arena and an active Catalyst in the Mission Samriddhi action research space, addressed an eclectic audience consisting of social impact organisations from across India, government agencies and others who are keen on bringing about positive change in rural India.

#### *The pride of rural India*

Arun started off the session by comparing the urban-rural scenarios through a story to show that our villages were better for life when compared to the cities. By helping rural India we were not doing them any favours. We are only helping ourselves feel good about restoring the richness to rural India where it belongs.

#### *3 Levers that will help move towards Prosperity*

- Government funds India has no dearth of funds. The Union central government budget and state government budgets put together comes a sizeable amount.
- Philanthropic organisations Also first generation entrepreneurs were reaching out to rural India, putting their might behind philanthropic initiatives.
- Youth power Today's educated youth is looking for purpose and there is a positive vibration in their attitude towards social change.

When all these powerful levers work together there is bound to be a dramatic shift in the years ahead.

## 5 CANVASES TO CREATE RURAL PROSPERITY

### 1. Community Empowerment

At the core of Arun's speech was the hope of creating beautiful, small communities, especially in rural India, that can take on the responsibility and accountability for their own prosperity.

He felt that there was great opportunity to make this dream a reality.

### 2. Agriculture and Livelihood the focus would be on the following:

- a. Precision farming can produce more per acre.

Knowledge at the right time using micro learning sites, artificial intelligence and knowledge agents like agripreneurs can help farmers produce more per acre. These will aid farmers in addition to knowledge of seeds, soils, microbes etc.

- b. Farm to market

Using the example of Nagpur Naturals Arun stressed how one can create brands of produce unique to various regions. If there's a Nagpur Naturals equivalent in different regions it will make possible an Amazon like platform for them to reach the market. And what's stopping us from exporting to the rest of the world?



c. Cluster economy

If clusters can work towards self-sufficiency there would be no need for people to migrate. When Western European cities themselves have a population of around 30,000 and can be self-sufficient why can't we do the same with a cluster of villages in India. Elango of Kuthambakkam village has shown how this self-sufficiency can be achieved and maybe they can start selling surplus in urban areas.

d. Social businesses

Many not for profit social businesses are changing the way social impact can be created. Citing the example of how Mohammed Yunus brought about change in Bangladesh using the same model Arun stressed the need for more such organisations.

**3. Education where the focus would be on the following:**

There can emerge a new model of how corporates, universities and schools can work together towards holistic change. Some of the thought are as outlined below:

- a. Corporates working with universities
  - b. Universities working with schools
  - c. Attaching colleges to 5-6 villages to work with purpose to solve real life problems
- Colleges, he felt, should be solving rural problems rather than solve urban problems and those of the western world that had already been solved.
  - It was essential to understand the rural challenges to be able to come up with solutions that work through original thinking.
  - He cited the example of how Dr. Amod solved the problem of segregating plastic from garbage by creating a simple mesh that was practical and cost effective.
  - He felt colleges should form cross functional teams that can take up real life challenges in a village and help solve them. This will not only help the village but will also sensitise the youth and make them employable too.
  - Arun spoke about how this was being proven already through the Talent Quest India program supported through Ullas. There was need for clubs like Design Clubs, rather than NSS or NCC which have outlived their need.

**4. One integrated canvas for Health, Water and Sanitation**

While trying to understand the healthcare landscape we realized that when one addressed issues with sanitation and then water there was a dramatic reduction in healthcare issues. This was a learning for us that all three subjects needed to be addressed as interconnected ones.

**5. Stories of Rural India**

- Media today covers nothing much beyond stories from the 7 metros whereas we all know India lives in its villages. This needs to change.
- But rural India has such beautiful stories to share like we've been hearing yesterday from all Development Accelerators. Listening to these stories is more moving than watching it on a Bollywood film.

### Levels of Designing

We need to go further from L0 level to L4 level and ensure the five levels are wired well to make a success of it. Holistic design, scientific understanding, management systems, building implementation and rock solid execution plans are what will result in impact! We cannot rush to execution without understanding. At Mission Samriddhi we are still in a learning mode and we consider what we are doing as Action Research.

Post the 5 canvases Arun went on to describe the following:

A compendium of rural stories for real life problem solving

Arun went on to talk about the various organisations participating as Development Accelerators across the segments of Education, Livelihood, Panchayat Empowerment and Health, Water & Sanitation.

- He described each organisation as a School of Excellence with its own belief system having people with many decades of experience in solving specialised problems in their chosen sphere.
- We need to understand what goes into each of these experiences and not just what comes out of it. He stressed the focus on moving from mystery to heuristic to algorithm in understanding how these schools of excellence in the form of social impact organisations work.
- These stories on rural development need to be collated into a book which can be used as textbooks for students to understand real life problem solving.

### Menu card options for Cluster Development

How would all the above relate to the Cluster Development Program initiated by Dr. WR Reddy of National Institute of Rural Development and Panchayat Raj (NIRDPR)? The packets of learning from the Development Accelerators need to be put into a structured menu card from which Panchayat Leaders can pick and contextualize their choice to meet their needs. For example the learning from Kerala panchayat development practices would serve well for the peers from other Panchayats too.

### The role of Technology

Technology can play a disruptive role that can create paradigm shift in delivering change. Much like the mobile phone has changed the way we communicate, social media and video based platforms offer huge opportunity that can be leveraged for cluster development.

**Arun concluded by saying that by connecting the various dots outlined above we can work towards rural prosperity.**

## **HIGHLIGHT 4**

### **Keynote Address by Mr. Vijay Anand**

Normally Panchayats are referred to in derogatory terms such as incapable, caste-ist, corrupt by almost everybody and it is indeed unusually pleasant to hear about the Beauty of Panchayats in his 22 years of working with Panchayats. Since independence and over subsequent decades, very little focus was given to Panchayat development as other areas including national security, food security were given more importance. Under the tenure of Rajiv Gandhi, there was a national discourse which eventually resulted in the 73rd Amendment. Even otherwise despite constitutional mandate, there were very few takers for Panchayat Raj in the states.

The main reason for this lack of interest amongst all quarters was that nobody associates Panchayat with elected government. However, the truth is that while democracies worldwide are on the decline, Panchayats can truly offer participatory, deliberative and communicative democracy at the grassroots level. They are the natural entity for government and governance. Despite several challenges, PRI provides power to the people and since people will not always remain dumb forever, there is hope and possibility for the true potential of Panchayats to be realized.

Though corruption exists even at the Panchayat level, it is far more dangerous to have corruption at the Panchayat level than at the national level. This is because democracy will be killed at its very foundation and people will lose faith, hence it is all the more important to strengthen Panchayats and not tolerate corruption. Panchayats like MGNREGA have the capability to create a diffused economic stimulus through the 4 lac crores of money through FFC and MGNREGA combined over a 5 year period in the 240,000 GPs across the country.

By definition and by design, Panchayats spend less for more and are therefore more efficient, more innovative in implementing appropriate technologies like ZBNF, Laurie Baker etc. Being the last mile service delivery entity, there is no scope to hide failures and therefore there is a greater chance to realize developmental parameters. There is a great opportunity for DAs to work not only with SHGs but also with the Panchayats - when SHGs and Panchayats work together, the growth potential is huge.

Since 1/3rd of all Panchayats are good, and a further 1/3rd of these Panchayats can be developed into Beacon Panchayats, it is a great idea to develop clusters of such Beacon panchayats as their growth will have a viral effect. Some wonderful best practices have emerged from Kerala Panchayats such as the strengthening of the Education system so much so that people prefer government schools rather than private schools. Best practices in Care and compassion such as world class palliative care, special schools for special needs children, proactive disaster management, climate change initiatives including carbon neutral villages are all great opportunities that can be replicated elsewhere.

It is very important to implement 'as is where is' Panchayat Raj based on the local state Government orders rather than fighting for more powers. Simple practices such as supervising the primary education system or the local Anganwadi system to empower people would be the preferred way to work. GPDP offers a huge potential and if all DAs can latch on to one or more clusters and simply do what they are good at, there will be great progress and development

Finally, it is most important to respect the Panchayat President and the elected representatives. In conclusion, it is great that Mission Samriddhi is creating a platform to supporting the Panchayats, networking the DAs and connecting the dots for Panchayat development.

## HIGHLIGHT 5

### Keynote Address by Dr. WR Reddy



Dr. WR Reddy began his address on NIRDPR and 100+ Cluster Development Program [2018-21] with his eagerness to come back to Mission Samriddhi, meet Arun Jain and team, for recharging his batteries.

In his initial presentation, Dr Reddy gave an overview of NIRDPR, its genesis in 1958 and how it celebrated its 60th Anniversary recently. In 2014 it was rechristened NIRDPR as it realized that rural development cannot happen without Panchayati Raj.

The focus areas of NIRDPR include the following:



He then went on to describe the 3years100+ Cluster Development Program with a priority on voluntary action with which NIRDPR gets connected with Community based Organizations and other Development Accelerators [DAs]. Dr. Reddy emphasised how the Gram Panchayat Development Program [GPDP] is a foundation stone in sustainable development to be laid by the elected panchayat or local government. For strengthening the Gram Panchayat, the GPDP is an entry point. With that belief NIRDPR understands how people's planning campaign in panchayats is very crucial [as witnessed by him in Kerala as a District Collector]. He reiterated that though there are a large number of constraints or stumbling blocks for panchayat development, dialogue with many passionate people enabled creation of the 100+ clusters/ units for strengthening Gram Panchayats to create success stories and how preparing the GPDP through participatory development is being mainstreamed by the Government. The MGNREGA is also to be integrated into the GPDP as currently there is no integration.

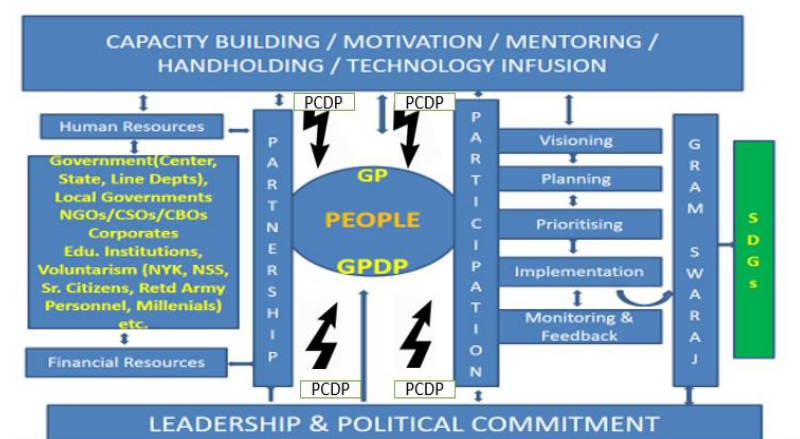
Across India, there are 2.5 Lakh panchayats with varying population sizes. While Kerala panchayats have around 30,000 population, in Punjab the population is as low as 800 and in Telangana state even tribal hamlets have been made a Panchayat. However, considering the diversity in population the ideal size of a panchayat could be comprised of 30,000 population based on a watershed as most rural development is connected to water and soil. Thus for the 100+ clusters 5-8 panchayats have been selected that are spread across Aspirational districts or Mission Antodaya or backward districts as per Niti Ayog.

The clusters are selected on the basis of eight most deserving districts spread across 18 states ~100 clusters including ~500 GPs. NIRDPR wants to work and enable panchayats through proper visioning, situational analysis and role of DAs in the GPDP process. NIRDPR also intends to work extensively in the 8 focus areas - Governance Improvement, Economic, Social, Human, Ecological and Infrastructural Development, Service Delivery as well as Localizing Sustainable Development Goals [SDGs]. Dr. Reddy mentioned how some panchayats across the country have done very well [and a few are present in Summit 7]. The 100+ CDP proposes to depute Young Fellows after 11/2 months immersion exercise in NIRDPR. For ownership and ensuring participatory involvement through training these YFs are to handhold local leadership in the villages.

## Program Outreach

Name_of_the_State	Cluster_Count	District_Count	Block_count	GP_Count
Andhra Pradesh	3	3	3	10
Assam	7	4	5	15
Bihar	13	6	11	29
Chhattisgarh	9	9	9	97
Gujarat	2	2	2	7
Haryana	1	1	1	4
Jharkand	19	14	18	73
Madhya Pradesh	11	9	9	87
Maharastra	3	3	3	16
Karnataka	1	1	1	1
Orissa	8	7	7	26
Panjab	2	2	2	9
Rajasthan	6	6	6	26
Uttar Pradesh	8	8	8	36
Tripura	1	1	1	4
Telangana	2	2	2	4
Tamil Nadu	2	2	3	8
Uttarakhand	2	2	2	10
West Bengal	5	4	5	5
<b>Total</b>	<b>105</b>	<b>86</b>	<b>98</b>	<b>467</b>

## Approach to the Program



The program also wants to harness the work done by several people, Sarpanches, Secretaries, Agricultural Officers, and others who believe in the Panchayati Raj system, and passionate about PR. It seeks to identify such people and send them in pairs to cluster of panchayats which can trigger and handhold leadership in the panchayats. An element of despondency and cynicism exists among large parts of the country especially among elected representatives due to various reasons. If Beacon Leaders can go to the panchayats for 3 to 4 days spending time with the villagers, sharing with them how they achieved success that could be a triggering point.

Dr. Reddy also narrated how recently he visited Gangadarpally Panchayat that received large number of awards. He studied the history to analyse how the panchayat reached that stage and zeroed in on one point. There was an organization named Bala Vikasa working in that area where drinking water project was being implemented. A young Rajamouli approached the NGO and said they also would like to undertake a similar project. The organization agreed on the condition that 30% contribution would be borne by the villagers. Though it took 2 long years to get the contribution of ₹70K [those days] they did it and today the GP is on the national stage.

With the help of Beacon Leaders NIRDPR wants to try out large number of organizations working in different places and wants to on-board them, rather piggy-ride on their work and handhold in activities. With the support of organizations such as Art of Living [AoL], Foundation for Ecological Security [FES] with its CLART GIS based tool and Mission Samriddhi though the Samriddhi Yatra, NIRDPR wants to help build capacities, coordinate and tie up with Government departments and agencies to come together. No government funds are to be tapped for this as there



are many controls. It seeks to ride on the effort and energy more than the money spearheaded by Mr. Dilip Pal, faculty of NIRDPR, AoL, FES & MS to create success stories. The idea is to create a visionary, professionally made GDPD – whether implementable in 5 to 10 years. Unfortunately, current GDPDs are stuck with resources. It is therefore sufficient to take up even 1 or 2 components that the panchayat needs to decide and the 100+ CDP will enable them.

Finally, Dr. Reddy hoped that all [stakeholders in the Summit] would be able to create 100 successful panchayats and infect other panchayats for successful development.

## **HIGHLIGHT 6**

### **Concluding comments on Panchayat Empowerment from Mr Vijayanand**

It is very important to work with the GP and its elected representatives and not within the GP. Most often, we work with the SHGs and other groups but not with the elected representatives.

- *Power of the Panchayat* - the Panchayat is a traditional local body which can perform a lot of functions that don't necessarily have to cost a lot of money. In other words, low cost development
- *Cluster Facilitation Team* - Any educated person can voluntarily work for Panchayat development and this is known as a Voluntary Technical Core.
- *Expertise Bias* - We have to guide without directing and assist without doing. We all tend to do and bring in our expertise bias because existing district laid guidelines can be unclear. Always facilitate to bring out the needs from them, it is for them to understand
- *Acceptance in the GP* - After the initial interaction with the GP, they have to accept you - if they don't accept, then don't enter
- *Non-negotiable matters on Governance* - In the initial discussions, there should be a consensus on non-negotiable items such as Gram Sabha will function, women will be active, performance measurement, social audit and accountability. If they don't agree, then don't agree either. Focus on governance and governance to development.
- *Work with Institutions that exist* such as the watershed committee, Gram Panchayat Standing committees. All institutions should be activated and made functional.
- *Think Planning as a whole* - As the lead agency, it's important to rope in sectoral experts where expertise is missing so that planning is holistic with all relevant sectoral expertise.
- *Inclusion* - This is a key issue and it is important to include everybody as has been done very nicely in AP etc., wherein Bal Panchayats, SHGs of elderly, SHGs of disabled people have ensured all are heard.
- *Overall holistic development* is more important than simply brick and mortar based development.
- *Clarity on certain key development concepts* such as climate change, natural resource management, gender, environment, rights for disabled - all these concepts have to be internalized before planning.

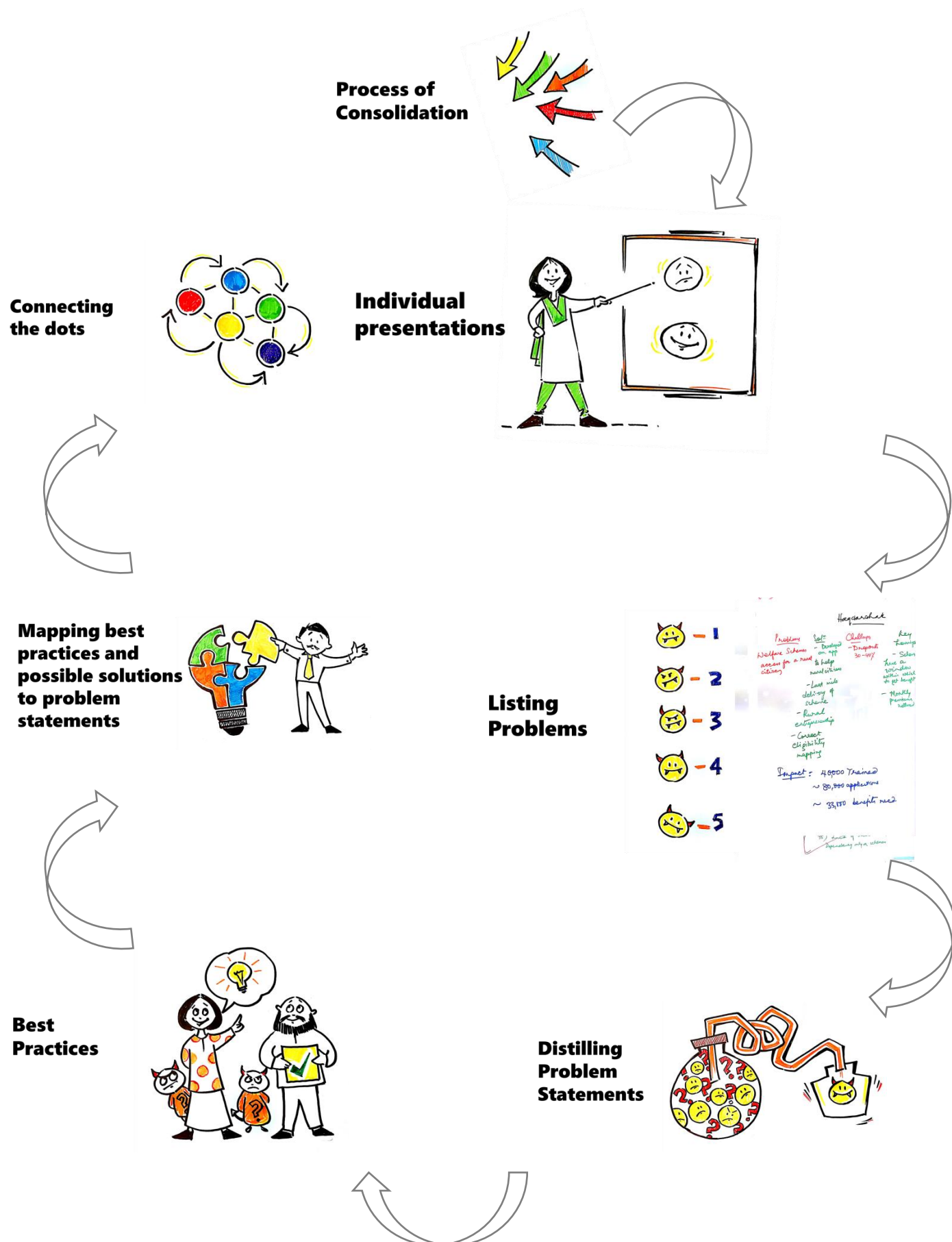
- *Schools of Practice* - When capacity building happens at a local GP, maximize the opportunity by ensuring the cluster of 10 GPs in the vicinity can also get trained so that capacity can be built rapidly
- *Exit only when a sustainable model emerges* - working with the GP can sometimes be messy and disorderly but bringing in project management discipline and order can be hugely satisfying.
- *Corruption* - Corruption can be viewed as the politics of performance versus the politics of blunder. Many persons can't completely take the blunder out but some persons are willing to do the politics of performance so that they can save on other things such as election expenses.
- *Please connect to the published 100 clusters* wherever you are comfortable and it's important to establish a good working relationship.
- *NIRDPR's role could be envisaged as that of coordination between the state and the DAs* as well as trouble shooting where ever required through the young professionals. In addition, NIRDPR can facilitate a lot of cross learning between all the relevant stakeholders.
- *DAs-* DAs need to work with the spirit of Panchayat Raj, GPDP, elected Panchayat, Governance and true development
- *It is important to have a network of all DAs* including WhatsApp groups to share knowledge and feedback to NIRDPR if things are working or not - better to be direct and honest.
- *Community of Practices* - It's important to create a virtual community of practices for solving problems raised by different Gram Sabhas wherein answers can be documented and shared.
- *Finally two important aspects* - the best definition of good governance came from a lady GP member who said that Panchayat is an institution which cannot wait for the knock on the door - you open the door on hearing the footsteps. The poor cannot come and knock - you have to practice anticipatory good governance.

**To conclude with 9 Fs which are very important for Panchayat Development -**

- Function
- Functionary
- Funds
- Framework of action - law, policy, guidelines and planning
- Freedom - Panchayat is a local govt which can do a lot
- Facilitate
- Fraternity - alliances make great things happen - e.g Mission Samriddhi
- Functioning - to convert Capability into action for change
- Forward - Important to keep moving ahead into the future without stagnating



## PROCESS ADOPTED



All the tracks followed a process as pictorially described above by Viji Paul [visual scribe] and came up with a final framework for action. The various steps in building the framework included:

1. **Process of consolidation**– whereby various stakeholders within the specific tracks compiled all the data and information they had with those with common threads bonding together and few covering overarching areas such as networking, technology or in-depth expertise in a particular field.
2. **Individual presentations**– Each of the DAs in respective tracks made detailed presentations of the Vision and Mission of their organizations, the work that they do, areas of expertise and opportunities.
3. **Listing problems**– they then elaborated on the issues they were solving and the ground they had gained thus far.
4. **Distilling problem statements**– A deep-dive into the problem statements, how they solved it or strategies they adopted or are adopting in solving it presently, prioritizing into most severely affecting problem to the least or less significant ones.
5. **Best Practices**– DAs proudly mentioned one exemplary task that they did best and how the same came to be recognized as a Best Practice. Examples of demonstrated and documented Good and Best practices were there for one and all to see and emulate during the course of the workshop.
6. **Mapping Best Practices** and possible solutions to problem statements – Mixing and matching Best Practices to possible solutions to combat issues was then done – thereby identifying experts who did have feasible solutions to problems raised and how the same could be tied in to mitigate or reduce the impact of such problems.
7. **Connecting the dots** – Finally, post the discovery of work done by various partners across verticals, geographies and stakeholders, emphasis was laid on CONNECTING THE DOTS between partners from Government, Civil Society Organizations, Individual experts, Corporate organizations, Target Beneficiaries such as Panchayati Raj Institution [PRI]functionaries and others.

***Each presenter was asked to briefly touch upon the following***

- a) Problem statement – what are you solving
- b) Solution – how have you solved it, if you have
- c) Best practices - One best thing done
- d) Details of work done
- e) Challenges faced
- f) Impact created
- g) Key learnings

**The Observers/ Listeners were also asked to look for**

- 1) Patterns & Anti-patterns
- 2) If they are in the shoes of the DA, what opportunities do they see



## THEMATIC TRACK 1: EDUCATION

Facilitators: Anil Verma and Akther Ghori

Support: Pallavi Saini and Kanak Kaushik

### Following is the list of participants and Best Practice from the Education track:

- Kandavel SS – **TALENT QUEST OF INDIA**: Celebrates and appreciating talents by engaging youth between the ages of 18-27; delivering our holistic development programs primarily in Tier 2, 3 cities and towns / villages.
- Nila Apte - **MULYAVARDHAN**– Value education, Classroom environment so that kids experience values in their day to day activities. Enable schools to create an environment for creative productive and democratic citizens.
- Madhulika Sagaram – **ADHYA EDUCATIONAL SOCIETY**: Developed pedagogy involving experiential learning based in arts, culture and heritage to accelerate learning for children in government schools.
- Ved Prakash Sharma – **GRAMONNATI**: Gramonnati aims to support rural transformation through technology and entrepreneurship.
- Sreeja – **INDIA EDUCATION COLLECTIVE**: IEC works on Decentralization of Education Governance, Transformative Learning Programme, Teacher Empowerment that, together, aims at strategically altering the system and enabling its eventual transformation.
- Lakshmi Venkataraman– **MADHI FOUNDATION**: Madhi aims to design and implement programmes in the education sector catering to the marginalized and most underserved communities across India
- Vrinda Bahl – **MAGES STUDIO**: Works on Early childhood learning skills to reduce Word Gap
- Dr. Rajagopal Venkataraman– **NALANDAWAY FOUNDATION**: we use visual and performing arts to improve learning abilities, reinforce positive behaviour and help children soar high by enabling them to be creative and express through arts
- Udaya Kumar – **SCHOOL RADIO**: Some of the interventions are done through Participatory Methods, Interactive Sessions, Joyful Learning methods through games and activity based learning, Multimedia Presentations and Story Telling and Experiential Learning.
- Akanksha Agarwal – **TARKEYBEIN**: The Tarkeybein project provides a unique working model for a sound grounding in English comprehension and usage, applicable for diverse age groups.
- Sukanya Sreenivas – **ULLAS TRUST**: (A Polaris Foundation initiative) started in 1997 with the primary motive to recognize academic excellence for empowering talented children from less privileged communities and encourage the “Can do” spirit towards chasing their dreams and aspirations.
- Mohan Tambe – **WOBLI TECHNOLOGIES**: To create an innovative - Hosted User's Media Server and File Archiving Router: HumSafar, This will allow scattered digital memories to converge together in the HumSafar, on-the-go.
- **SCERT** Tamil Nadu: Interventions in trainings on life skills, EEB Energised textbook- self learning approach, Teacher handbook and student workbook, Text books with QR Codes.

## Problem Statement

The various Development Accelerators presented their programs and the constraints they face in ensuring impact in the education space.

Post this the group arrived at the following problem statement:

***How to maximise learning outcome for 100 clusters keeping the learner at the center.***

Some highlights of the discussion to arrive at the solution:

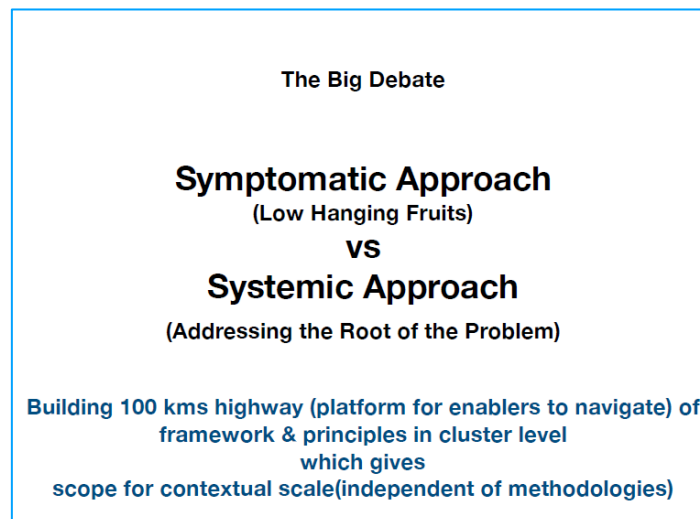
## The Big Debate

There are two ways to go about solving an ailment...symptomatic or systemic.

Did we want quick gains or were we looking at long term impact?

**The group decided that the goal was get to the root and create change.**

In the context of education the aim would then be to build a broad framework at cluster level within which the various education accelerators could run their programs.



## Formulating a solution

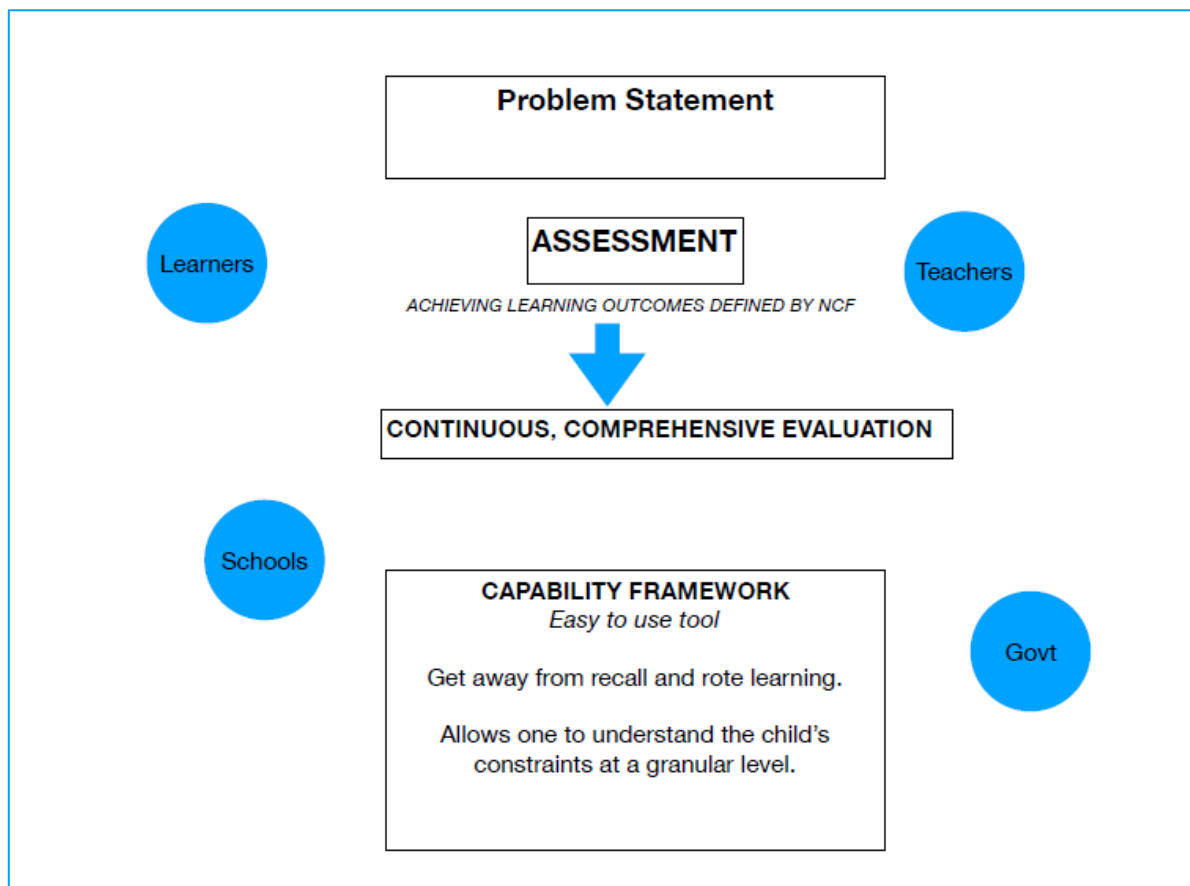


### ***Where do we start in the Education puzzle?***

Teachers, Textbooks (Content), Classroom process, Assessment comprise the various components of the current education scenario.

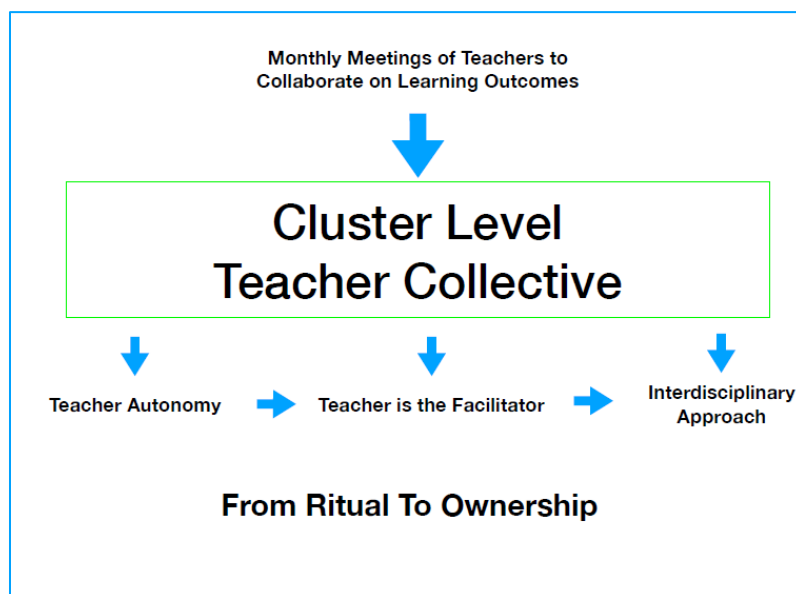
No matter what we change if the assessment remains the same that tests students on rote learning then there can be no long term impact.

**So working backwards if we were to take the fear out of assessments for students then we would have to make it capability based. This would require continuous, comprehensive assessment.**



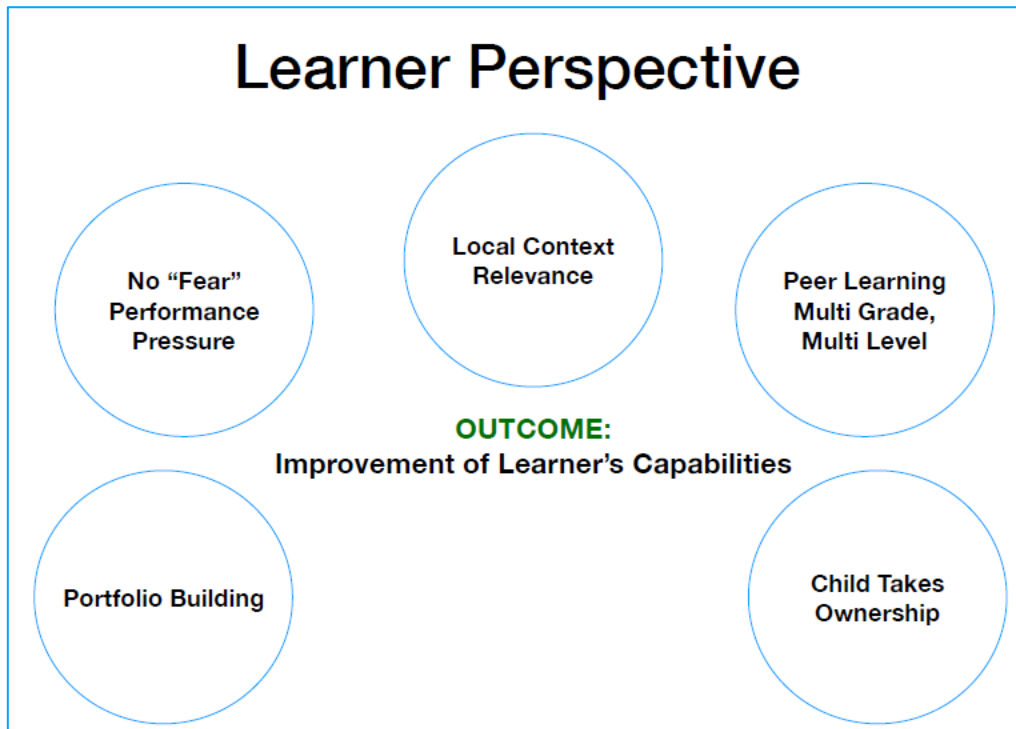
### Who do we start with?

We start with helping the teachers collaborate through a teacher's collective at the Cluster level. Through monthly meetings the teachers work on learning outcomes how to go about the same. They work facilitators using the interdisciplinary approach in the classroom to help students learn to learn by themselves.



and  
as

## The Outcome:



### Community Ownership - Why?

Community/ Stakeholder Ownership key to developing a community vision on education. As education determines the life of a society, community is a key stakeholder in determining this course.

### Key Strategy:

Institutionalize processes at various levels of governance

### Operationalizing the Strategy

#### 1. At the village level:

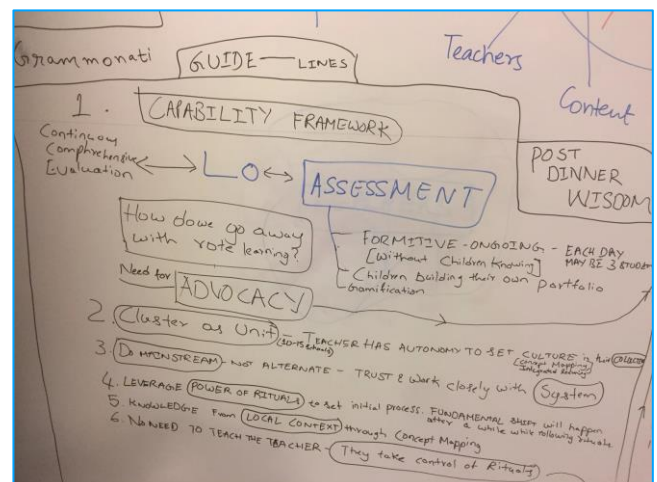
- Shikshan Gram Sabha
- School Development Plan
- Contextualize & Formation of School Management Committee

#### 2. At the Gram Panchayat Level:

- Strengthen the Standing Committees
- Network with the SMCs
- Follow up on the School development Plans

#### 3. At the Block & District Level

- Work with the Standing Committees



### 13 Guiding Principles

1. Capability Framework
2. Cluster as Change Unit
3. Trust System & do mainstream
4. Leverage Power of Rituals
5. Local Context
6. Teachers take Control
7. Celebrate Teachers
8. Amplify academic process to build process
9. Yatra to Center of Excellences
10. Strategy to influence DIET & Pre-Services (teacher training)
11. Influence Government Officials
12. Community Ownership
13. Install academic process as OS (Operating System) & interventions as app

### Builders of the Learning Highway

- Tarkeybein
- Madhi
- Chitra - Champion teacher who engage with the system
- IEC - India Education Collective

### The vehicles on this Learning Highway - Enablers for facilitation

- Nalandaway
- Adhya
- School Radio
- MAGES Gamification
- ECCE - Early Childhood Care & Education - Servants of People
- Wobli Technologies



*Education Track Team Presentation*



## **THEMATIC TRACK 2: HEALTHCARE, WATER & SANITATION**

Facilitators: Kannan Narayanasamy and Leo James

Support: L. Abishek and Abhijeet Magar

The Health track comprised around 18 Development Accelerators draw from three different areas of specialization – Healthcare, Water and Sanitation.

The approach of the HWS track was to prepare a practical Model for implementing interventions at the grassroots level in each of these three areas. The session began with DAs working in the Water and Sanitation sector followed by those in the Health sector.

**Following is the list of participants and Best Practice from the Healthcare, Water & Sanitation track:**

- Kannan Narayanasamy – **DESH** – Designs water saving environmentally-friendly toilets. Initiatives like Ecosan are so interesting and necessary, and will in the future end up transforming the way we design, build and use toilets.
- Rajeev – **KERALA Model** – The Best Practice includes strengthening Gram Sabha, ensuring transparency, gender-empowerment and welfare of the entire community. Asset creation and ownership is also a unique feature for instance free WI FI for the entire GP.
- Anjan Mukherjee – **TARALTEK** – an innovative scientific device that cleanses drinking water drawn from hand pumps through jet propulsion technology that can be used in any geography ensuring over 99% microbial cleansing.
- Manas Kumar Biswal – **WATERAID** – a pioneer in creating and protecting drinking water structures across the country, strong in pre-post impact assessment and monitoring of water quality.
- Maulik Sisodia – **TARUN BHARAT SANGH**– TBS promotes the community-driven-decentralized-management of the natural resources. Tarun Bharat Sangh (TBS) works in around 1000 villages of the semi-arid region of Rajasthan. The area lies along the foothills and main ranges of the Aravalis, and includes the Sariska National Park.
- Dr. Amod Kumar Gupta – **SUKOON** – Now engaged in next generation pond-cleaning mechanism thereby assuring ponds are not only cleaned of weeds, etc., but of toxic substances such as liquid industrial wastes.
- Krishna Pal Singh – **GRAMIN & PARYAVARAN VIKAS SANSTHAN (GPVS)** - As a public interest organisation, GPVS has focused on strengthening of the community through their active participation to achieve sustainable development. It has been carrying forward the promotion of drinking water pollution in Baghpat & 7 adjoining districts for the past 15 years.
- Subhash Jain – **VILLAGE RECONSTRUCTION** – An expert in rural development, especially in agriculture, has multi-country experience [especially Africa] on restoration of water bodies for rural development
- Abdul – **NALLOR VATTAM**– A voluntary organization of youth enabling slum settlements obtain safe and clean drinking water – instrumental in installing RO drinking water plant in the Government schools in area of operation.

- Jogendra Bhagat – **YOGA for LIFE** – Explaining the long-term benefits of yoga for health and wellness to be practiced by one and all continually and consistently providing relief from chronic ailments such as lower back pain, arthritis, asthma, other bone-related and respiratory problems.
- Pradeep Singh – **BANWASI SEVA ASHRAM**– the highly successful and sustainable Swasthya Mitra program of village level trained health/ community workers who are key frontline health functionaries in the 400 villages who not only diagnose and treat for minor illnesses but also refer to hospital as BSS and provide nutritional support.
- Dr. Manju Jain Verma & Dr. Ruma Gupta – **ADK JAIN TRUST**– presently constructing a large hospital in Baghpat district [Khekra block], it has conducted thousands of cataract surgeries till date and caters to large rural population in the district through a mission mode and camp approach also conducting an elaborate school eye care program.
- Dr. S. Sunder & Ranjini – **FREEDOM TRUST**– providing free prosthetic limbs to large numbers of poor disabled persons in several south Indian states and also provides additional mobility aids as wheelchairs, props, crutches, etc. funded through the novel crowd funding method.
- Sreemathi Seshadrinathan– **HEART 4 HEARTS**– providing free heart surgeries of up to Rs.1.4 Lakh to people at the bottom of the pyramid [BoP] households in Tamil Nadu, supported through CSR funds.
- Bilal Ahmed – **SOCIETY FOR PROMOTION OF YOUTH AND MASSES [SPYM]** – a pioneer in the peer-group focused model of health intervention provision, worked extensively in prevention of drug, tobacco and alcohol abuse among youth and adults across the country, also works in HIV/ AIDS counselling, care and rehabilitation.
- Dr. Narendra Mehrotra– **JEEVANIYA NATURALS**- works for promotion of traditional health and farming systems. The society has trained, supervised and empowered thousands of farmers on organic & sustainable farming practices in over 1000 acres of farms across India. Using principles of traditional Indian health and wellness systems (AYUSH), Jeevaniya Naturals provides health & farming knowledge, products and counselling services for a wholesome healthy lifestyle under one roof.
- Sathyanarayana & Shailendra – **DIGI HEALTH PLATFORM [DHP]** - With its Vision of “Digitalization of Universal Healthcare through Health Data Platform” DHP’s mission revolves around, innovate, develop and operate the Healthcare data platform’. It therefore creates an ecosystem of partners for collaborative patient centric delivery of healthcare by enabling preventive healthcare through screening programs in resource-poor settings, enabling analytics based clinical research

• The Baghpat Model of Development in Healthcare, Water & Sanitation

FRAMEWORK FOR ACTION

Sector	Strategy	Technology [Function]	Mapping Partners
WATER	<p>Decide Parameters [GDP]</p> <p>↓</p> <p>Baseline Survey (WaterAid) Identify gaps</p> <p>↓</p> <p>Innovative BCC [community mobilization] Inclusive planning &amp; execution</p> <p>↓</p> <p>Action Where do we want to go</p>	<ul style="list-style-type: none"> <li>Water Quality</li> <li>Microbial action (Taraltec)</li> <li>Chemical</li> <li>Water bodies</li> <li>Sustenance</li> <li>Rejuvenation</li> <li>Restoration</li> </ul>	<ul style="list-style-type: none"> <li>WaterAid</li> <li>TARALTEC</li> <li>Sukoon</li> <li>Gramin Evam Paryavaran Vikas Sansthan</li> <li>Jal Biradri</li> </ul>
HEALTH & SANITATION	<p>Diagnosis</p> <p>Preventive</p> <p>Primary</p> <p>Secondary</p> <p>Tertiary</p> <p>Curative</p> <p>Rehabilitation</p> <p>Palliative care</p>	<ul style="list-style-type: none"> <li>Telemedicine</li> <li>Yoga</li> <li>AYUSH</li> <li>Health &amp; Wellness</li> <li>Prevention of Blindness</li> <li>Drug de-addiction</li> <li>Access to Healthcare</li> </ul>	<ul style="list-style-type: none"> <li>DHP</li> <li>Yoga - Joginderji</li> <li>Jeevaniya Naturals</li> <li>Banwasi Sewa Ashram</li> <li>ADK Jain Trust</li> <li>SPYM</li> <li>Heart for Hearts</li> <li>Freedom Trust</li> </ul>



Society for Promotion of Youth and Masses

**The following are the highlights of the Water and Sanitation session:**

**Stage - I**

- Define parameters based on the GPDP framework pertaining to WASH [Water, Sanitation & Hygiene]
- Work on fulfilling these indicators at the GP level – such as
  - Piped drinking water for all households
  - Individual Household Latrines [IHHLs] for all households
  - Sanitation – Solid Waste Management
  - Sanitation – Liquid Waste Management
- This is proposed to be done at the GP level monitored by specific Committees established for the purpose

**Stage - II**

- Conduct a Baseline Survey for realizing the twin objectives of one, determining what the needs of the community are – that would also serve as a Gap or Barrier Analysis; and two, setting a benchmark for monitoring and evaluation to measure impact of changes over time.
- This is proposed to be done by **Water Aid** that has demonstrated experience in the same across geographies.



*Manas from Water Aid*

**Stage - III**

- Implementing an innovative and robust Behaviour Change Communication [BCC] Strategy to create awareness on the advantages of clean water, sanitation and hygiene across the community for better health outcomes.
- Participatory and inclusive planning and execution of interventions in the sphere of WASH.



*Maulik Sisodia from Tarun Bharat Sangh*

Organisations such as **Gramin & Paryavaran Vikas Sansthan** [GPVS], **Tarun Bharat Sangh** [TBS], **Jal Biradri** and individuals such as Dr. Amod from **Baghpat Cluster Development Program**, Dr. Rajendra Singh & others have a pivotal role to play in mobilizing communities in achieving WASH results on the ground through Pond cleaning devices - **Sukoon**.

**Taraltec**, an innovative device retrofitted into a borewell hand pump to physically kill microbes and eliminate waterborne diseases like diarrhoea, cholera, typhoid from underserved areas was seen as improving health outcomes.

**The following are the highlights of the Healthcare & Wellness session:**

Stage - I

- The focus in this first stage is Diagnosis, as most people especially in rural areas reportedly do not get diagnosed until they fall ill. **Digi Health Platform** [DHP] does a complete diagnosis of persons through a simple mobile kit used by a trained health worker for most NCDs [Non-Communicable Diseases] such as high blood pressure, sugar/ glucose levels, anemia, etc.

Stage - II

- In the second stage, emphasis is laid on Preventive health at three levels – primary, secondary and tertiary level. Yoga, AYUSH [Ayurveda, Yunani, Siddha & Homoeopathy] and Wellness are seen to be different components beginning with prevention – though Ayush also has a role to play in curative health.
- The key players in this sphere include individuals such as Jogendra Bhagat – an exponent of classic style of **Yoga** in maintaining and enhancing health and well-being as a method to prevent illnesses.
- Straddling the spaces of AYUSH and Health & Wellness is **Jeevaniya Naturals**– providing markets with organically grown produce of vegetables, fruits and medicinal plants.



Stage - III



- Focusing on the curative side of care besides prevention through awareness generation and advocacy are several players in the field of community health – **Bawasi Seva Ashram** [Swasthiya Mithra Model], comprehensive eye care including school eye care program through camp approach by **ADK Jain Eye Hospital** that is currently establishing a huge hospital in Khekra and **Society for Promotion of Youth and Masses** [SPYM] with its peer-educators based drug and alcohol de-addiction program.

*Dr. Manju Verma explaining ADKJ Eye care project*

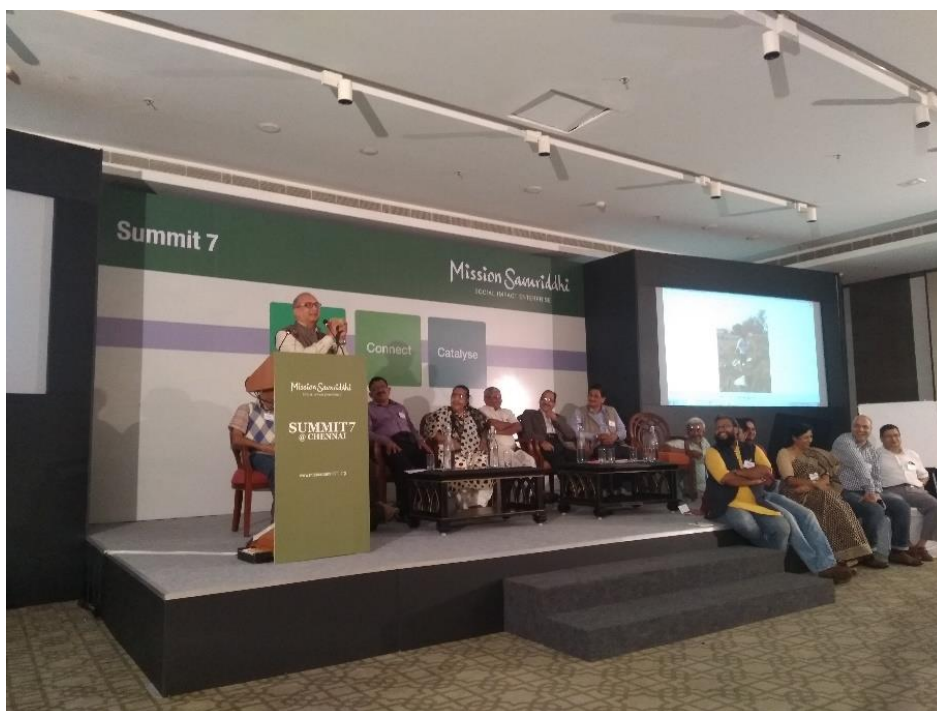
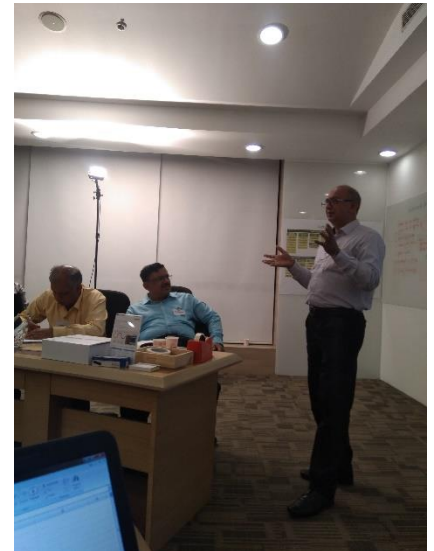


#### Stage - IV

- The final stage in the healthcare continuum is rehabilitation and palliative care. The key players in this stage include those in curative, rehabilitative and long term palliative care such as that for the terminally ill or dementia care. While **Heart for Hearts** aims to provide free heart surgeries for the large number of poorest of the poor with no access to expensive cardiac care, **Freedom Trust** through its Walk India campaign provides prosthetics and mobile aids to thousands of poor People with Disabilities [PWDs] across the country.

#### **In Sum**

- All DAs were willing to roll out specific interventions in their areas of expertise among target beneficiaries based on their criteria. **Baghpat** provides ample opportunity for engaging all DAs as there is a huge deficit of Healthcare, Water and Sanitation measures in the district.
- The process followed would be deciding parameters, conducting Baseline Survey, rolling out innovative BCC strategy and interventions followed by actual delivery of diagnosis, treatment and care of persons through healthcare and WASH activities.



*Healthcare, Water & Sanitation Team Presentation*

### THEMATIC TRACK 3: AGRICULTURE AND LIVELIHOOD

Facilitators: Dr. Anbu Rathinavel and Subhash Lode

Support: Ramki and Ramnath

The Agriculture and Livelihood track was an exercise to understand the problem statements and how various organizations worked to address them with workable solutions.

The Session was facilitated by V. Giriraj – GoM, Dr. Anbu Rathinavel – School of Design Thinking [SODT], Venkatraman – Intellect Design Ltd, Ramakrishnan – [SODT], and Subhash Lode – Mission Samriddhi Wardha.

#### Overall Participants presented various solutions to:

- Improve income for small and marginal farmers to farmers associated with corporates, by data captures on financial and functional terms with help of information technology and functionally.
- Sustainability of soil by Natural Farming and conservation by de-silting rivers, dams and creating new water storage structures
- Creating market linkages and distributing benefits back to the value chain in monetary terms or in format of social security.
- Facilitating Learning to Agri and Livelihood audience in campus and with digital tools with innovative distribution channel.
- Livelihood generation and improvement based on solar technologies, backyard poultries, kitchen gardens, Khadi and Art.



Following is the list of participants and Best Practice from the Agriculture & Livelihood track:

Haribhai Mori: **KJBF** (Kamalnayan Jamnalal Bajaj Foundation) **Solution** - Enabling community to take more crops by ensuring water conservation to improve the income.

Dr. Karunakaran: **Agrindus** – Agri and Livelihood trainings to underprivileged youths from distressed families in Wardha, also covering Yavatmal district.

Hemant Singh Chauhan: **Nagpur Naturals** – Innovative Market linkage model to the Natural Farmers

Sukanta Sarkar: **PRADAN** – does the community development by social mobilization, capacity building, livelihood opportunities and governance.

Vijay Jadhav: **Farm ERP** – ERP Platform for farmers associated with Organizations for transactions, data capturing and analysis.

Debashish Dutta: **Individual Consultant** – Improvement in livelihood of Artisans from Assam

B.S Sheshgiri: **Swades Foundation** – Explained Swades’ geography-focused model of Engaging, Empowering, execute and exit with 360 degree development approach.

Ramani Shankar Narayan: **CTx Green** – Presented Model to harness biodiesel from oil rich seeds in tribal region where accessibility is issue.

Upashna: **Kalimpong Krishak Kalyan** – Presented how North East farmers are being facilitated from farm to Market Linkages.

Sriram Bharatam: **Kuza Technologies** – Micro-learning with digital tools in farming and livelihood

Arvind Thumbur: **Syngenta Foundation** - Syngenta’s Agripreneurship Model where they facilitate the Agri input purchase to farmers from the Village representative.

Swaminathan: **Karungani Cotton Growers Association** – Indigenous cotton breed collection, preservation and promotion for climate resilient & rain-fed farming with organic farming practices.

Deepti Mehrotra: **Jeevaniya Naturals** - Market Linkage for Healthy organic products to consumers from Organic farmers.

Juhi Pandey: **Barefoot College** – Solar technologies and arts for livelihood for barefoot/grassroot level engineers

Gopal Paliwal: **CBEED** – Preservation of Honey Bees in forest areas [Rock Bees] for better pollination of crops and collecting the honey with Ahimsa with minimum damage to hive and bees

Mukesh Lutade: **Magan Sangrahalaya** – Livelihood support to Artisans in Cotton value chain, growing organic cotton, application of Natural dyes.

SaiTeja: **Agrowbook** (Farmers Balance Sheet) – Presented Farmers Balance Sheet App for financial Literacy in farming and for crop selection based on viability and technologies developed in Open Design Centre at NIRD

Rohan Jain: **Art of Living** – Training for Youth Organic farming by Art of Living

Bibek Debroy: **OASIS** - A Consumption and Expense based community managed Social Security System for developing communities

## **In Sum**

The Group engaged in further discussion on how to produce more with sustainability and precision practices, taking produce to Market to ensure value getting passed to the farmers, workers and artisans. How integrated livelihood can provide more return to population and reduce the risk and vulnerability.

The Mission Samriddhi team will study the interesting and effecting interventions in Agriculture and livelihood and will connect to implementing organizations and will verify the possibilities introduce in Mission Samriddhi clusters.



*Livelihood Team Presentation*

## THEMATIC TRACK 4: PANCHAYAT EMPOWERMENT



# Panchayat Empowerment Track

Mission Samriddhi – 1<sup>st</sup> December 2018

Facilitators: Manju Jain, Ram Pappu and Sharmishtha Khanapur

Support: Kishor Jagtap and Charusheela

Development Accelerators from 15 organisations, Gram Panchayat Leaders from 3 states and Young Fellows fresh out of their fellowship constituted the wide spectrum of participants in the Panchayat Track. The process of consolidation started with individual presentations that covered the following:

1. Organisations working towards strengthening GPs as institutions of local self-governance e.g. NIRDPR, Anode, Teesri Sarkar, PRADAN
2. Organisations traditionally working with communities and building on these interventions to strengthen the Gram Sabha e.g. CORD, GSMT, AOL, BSA, ABMS, Sewa
3. Organisations with sectoral expertise, technology and using these platforms as entry points / interventions to work with Panchayats e.g. FES, BJS, Haqdarshak
4. Senior Panchayat Leaders such as N. Rajeev from Eraviperoor, Kerala, Debabrata Maity from Pratapaditya Nagar, W.B and Ms. Santhi from Vizianagaram, A.P

**Following is the list of participants from the Panchayat Empowerment track:**

- Anjali Karol Mohan, Sonali Srivastava - **ANODE GOVERNANCE**: works towards strengthening governance and enabling public institutions to function effectively. Their key focus areas has been strengthening GPs as institutions of local self-government.
- Niharika B, Priyanka Vaze - **HAQDARSHAK**: strive to use technology to ensure that the benefits of varied government and private schemes reach the people they are intended to help.
- PN Tiwari (Kalki) - **AKHIL BHARTIYA MATADHIKARI SANGH [Lokswaraj Sansthan]**: works on improving the condition of rural population by educating them about the role of Gram Sabhas and Gram Panchayats as per the act, developing leadership skills and personality.

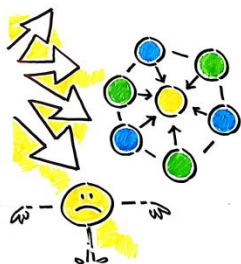
- Karuna Malhotra, Swati Rawat - **ART OF LIVING**: AOL has focused on transforming the nation and impacting lives all around the world and undertakes social and developmental initiatives that uplift humanity and enhance the quality of life of the under-privileged and marginalized people.
- Dev Nath Singh - **BANWASI SEWA ASHRAM**: It believes in Gandhian principles of life. It develops and implements programmes to achieve Gramswarajya - that is simple productive cooperative self-sufficiency and self-reliance at the village level with the involvement of the beneficiary community.
- Narender Paul - **CORD**: CORD model is built on four core principles – Participation, Integration, Sustainability and Networking, with Panchayat as a unit of implementation. CORD build and nurture Community Based Organization (CBO) ward-wise as per the Panchayat (local self-governance) structure.
- Sushant Bhuyan - **BJS**: has been in the forefront of addressing national concerns in the areas of Disaster Response, Social Development and Educational Initiatives.
- Brajesh Dubey – **FOUNDATION FOR ECOLOGICAL SOCIETY**: FES disrupts the status quo by enabling the rural communities to organize themselves, access secure legal rights to their Commons, prepare resource management plans and access public investments to support environmental improvements.
- Dr. CS Pran - **TEESRI SARKAR**: The aim of Teesri Sarkar is to train and raise awareness of panchayat representatives and Village council members
- Dr. Kishor Moghe - **GRAMIN SAMASYA MUKTI TRUST**: Organization is working with most ignored, socially and economically oppressed communities to achieve the sustainable development with special importance to women empowerment. They focus on strengthening the village institutions by enhancing their skills to manage their resources for their sustainable development.
- Binju Abraham - **PRADAN**: aims to stimulate and enhance the „sense of agency“ of collectives of poor people, especially women, leading to occupying their rightful space as equals in society and taking on responsibilities of citizenship.
- Pradeep Kumar Sharma – **SOCIETY FOR EDUCATION AND OTHER WELFARE ACTIVITIES (SEWA)**: SEWA Rural reaches out to improve the lives of the very poor and underprivileged through a variety of health, education and economic development programmes based on the needs of the community It incorporates Social Service, Scientific Approach and Spiritual Outlook
- Dr.SN Reddy - **NATIONAL INSTITUTE OF RURAL DEVELOPMENT & PACHAYATI RAJ**: Recognized internationally as one of the UN-ESCAP Centres of Excellence, it builds capacities of rural development functionaries, elected representatives of PRIs, bankers, NGOs and other stakeholders through interrelated activities of training, research and consultancy.
- Santhi - **DEEKSHA MAHILA WELFARE SOCIETY (DMWS)**: works on implementation of programs for the socio-economic development of the rural disadvantaged people and poorest of the poor in urban slum areas of VIZIANAGARAM District.

Following the presentations, the group deliberated over the list of problems and categorised them as 10, 100 and 1000g issues. Distilling the essence brought forth three key problem statements-



## Key Problem Statements

### 1 Weak Devolution and Decentralization



Committees/State Finance Commissions

The first and foremost concern was weak devolution and decentralization of powers to Gram Panchayats, across states. The core points that emerged included the following:

- Non clarity in functions, funds and functionaries
- Lack of political will
  - Insufficient and unclear notifications
  - Negative approach and lack of cooperation from bureaucracy
  - Ineffective/absence of District Planning

#### ▪ Lack of self-image and identity

- Due to present power structures, there is upward rather than downward accountability

- Dependence on government funds contributes to upward accountability

- Absence of basic infrastructure undermines panchayat identity

#### ▪ Lack of vision and organisation capacities in Gram Panchayats

- How to we build the vision of GP as local self-government

- Lack of clarity in roles, responsibilities and powers of GPs

- Present training programs are not effective

- Lack of resources: Financial, Technical, Human

#### ▪ Lack of operational excellence

- Present MIS to monitor and track as against enabling decision making Knowledge and skill gaps for governance and delivering services

### 2 Gram Panchayat not Functioning as Institution of Local Self Government



### 3 Lack of Active Participation in Gram Sabha



- Low faith in own ability
- Ownership of people's resources
- Lack of knowledge of roles and responsibilities of Gram Sabha
- Beneficiary Vs citizenship
- How to make gram sabha more relevant, popular and inclusive: how to ensure different sub-groups participate and bring their voice in the Gram Sabhas

## Best Practices from the Panchayat Empowerment track:

### Akhil Bhartiya Matadhikari Sansthan

- Activating Gram Sabhas- activating community based society- Gramotsav



#### CORD

- Mahila Mandal and other homogenous, youth vulnerable groups (differently abled)-Up Gram Sabha
- Eraviperoor Gram Panchayat – N Rajeev (Kerala)**
- Kudumbshree- discussion on local development
- Ward level / Panchayat level planning, comprising of citizens with different expertise
- Grievance redressal mechanisms- help line numbers, Ombudsman

#### SEWA

- Village identity - Creating village councils in cluster of panchayats
- Definition of natural institutions/celebration of cultural and associational life

### Kuthambakkam Gram Panchayat – R. Elango

- GP goes to people and activates GS

#### AOL

- Organizing events to bring people together– sapling distribution, workshops etc.
- Nav Chetna Shivir, Mahila Jagriti Abhiyaan – campaign
- Conflict resolution facilitated by neutral body
  - Jansamvaad
  - Social audit training
  - Public Information board

#### GSMT Yavatmal

- Community Forest Rights

#### PRADAN

- Cohorts – building civic literacy- leading to action- Samvidhan vidhi
- Downward accountability
  - Social Audit- FFC and NREGA
  - Citizen reports by SHG institutions
  - Sahayata Kendra

**Mapping of Best Practices to the Key Problem Statements** lead to considerable engagement, contemplation and the potential solutions that emerged were

- a. Institutional Strengthening : Structures, processes, systems
- b. Sectoral Practices
- c. Leveraging Technology
- d. National Federation of Mukhias

A preliminary exercise at connecting the dots across the tracks yielded the possibility of linking Panchayat Empowerment with DAs in

#### **Education**

- Mulyavardhan- bringing values into schools
- Teachers' Collective

#### **Health, Sanitation and Drinking Water**

- Taraltec
- DHP

#### **Livelihoods and Agriculture**

- Nagpur Naturals

Going forward, a more precise strategy, with inputs from Mr. SM Vijayanand will be carved out to strengthen and empower the panchayat.



*Panchayat Empowerment Team Presentation*

**Day 2 and Day 3 of the Summit 7** also saw two special presentations – one that highlighted the importance of digital payments and internet-based banking and the other that shed light on the all-important role of branding and communication for Development Accelerators in the context of rural development.

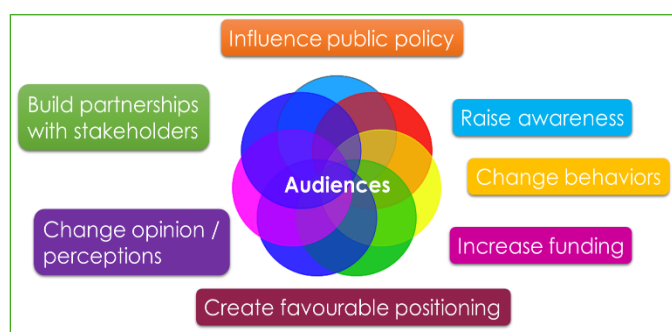
## Branding and Communication

Bhavani Giddu of Footprint Global Communications, in an interactive session brought into focus the power of communication in the context of the social impact sector. Besides covering topics about 'Target audience' and the key elements of 'Effective communication', the use of Opinion articles as a powerful tool, over and above the publication of reports / stories was recommended. The principal reasons captured under 'Why communicate' provided the essence of the presentation.

Why communicate?

- To raise awareness
- Influence public policy
- Build partnerships
- Raise / increase funding
- Change perceptions
- Change behavior
- And create favorable positioning

The take home message for all the participants can be summed up in the **4 Is - Inform, Influence, Inspire, Involve**



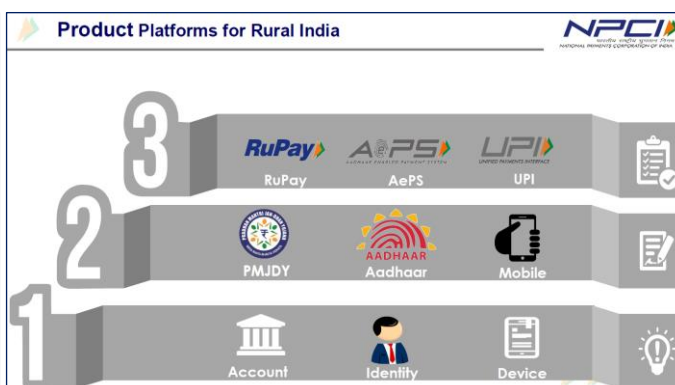
Why communicate



How to communicate

## Digital literacy

To achieve NPCI Mission of Touching Every Indian with one or the other payment services Bottom up Approach		NPCI	
Social Classification	Consumer Insight	NPCI Products	Opportunity
Bottom Layer	250 Million people who do not have mobile phone and depends on DBT	RuPay, AePS, BHARAT BILPAY, NFS	<ul style="list-style-type: none"> <li>• Unserved/under served</li> <li>• Highly focused attention by Govt.</li> <li>• Maximum potential for organic growth</li> </ul>
Middle Layer	500 Million people have feature phones	RuPay, AePS, BHARAT BILPAY, NFS, CTS, NACH	<ul style="list-style-type: none"> <li>• Travel tickets, Life Insurance, ETF, Rent vouchers, EMI, Bill payments, POS</li> </ul>
Top Layer	250 Million people who have smart phones	RuPay, UPI, BHIM, IMPS, NETC, BHARAT BILPAY, AePS, BHIM, CTS, NFS	<ul style="list-style-type: none"> <li>• Potential for Credit card, ETC, card less transactions, QR based transactions</li> </ul>



National Payments Corporation of India (NPCI), an umbrella organisation for all retail payments in India, was represented by Karthik M who not only touched upon the various product platforms available for rural India (e.g. RuPay, UPI etc.) but also spoke about the rural intervention scenario and the role of NPCI in spreading Digital Literacy to increase the uptake of digital payments and to address 1) Availability, 2) Accessibility and 3) Awareness.

### RuPay – Debit – Special Variants



**RuPay Mudra Card**  
Micro Units Development and Refinance Agency Ltd (MUDRA) Bank, is a scheme featuring new and advanced methods for providing funding to the small scale industries. With the striving notion of "Funding the unfunded", the yojana has been structured keeping in mind the financial needs of the rural public.



**RuPay Pungrain Card**  
This card provide for a scalable model for grain procurement across the country in various states for agricultural produce procurement, issuance and acceptance of RuPay cards.



**RuPay Kisan Card**  
The RuPay Kisan Card aims at providing need based and timely credit support to the farmers for their cultivation needs as well as non-farm activities in a cost effective manner. Under this scheme, credit is directly transferred into farmers account so that purchase of necessary agriculture things such as fertilizers, pesticides etc. can be done faster pace.

### AFPS

**FINANCIAL**

- CASH WITHDRAWAL
- CASH DEPOSIT
- AADHAAR TO AADHAAR FUND TRANSFER

### NPCI

**NON-FINANCIAL**

- BALANCE ENQUIRY
- DEMOGRAPHIC AUTHENTICATION
- BFD – BEST FINGER DETECTION
- E-KYC
- AADHAAR MOBILE UPDATE

1.77 Billion approved transactions FY 2017-18  
2.00 Billion transactions projected in FY 2018-19  
102.42 Mn On us in October 2018  
47.79 Mn Off us in October 2018



**SERVICES OFFERED**



## WAY FORWARD

# Connecting the Dots ...

**Panchayat Empowerment**  
**Education**  
**Healthcare, Drinking Water & Sanitation**  
**and**  
**Agriculture and Livelihoods**



### Outcome of group exercises

One significant takeaway that was expressed in the group exercises crystalized in three words – BEACON, BEAUTY & BUSINESS or B<sup>3</sup>.

**BEACON**, Best Practices, Model Village – are all one and the same thing But the word BEACON changes the narrative. It could be interpreted as a Torch Bearer or a Lighthouse guiding others on the path of success.

A thing of **BEAUTY** ... is a joy forever. The act of transformation should be a thing of beauty – beautiful to look at and enjoyed by all.

**BUSINESS** – CSR or wherever, it is high time everybody contributed wholeheartedly to Rural Development and Panchayati Raj.



### Education

We have organisations like IEC, Tarkeybein, Madhi and others who are willing to join in, to create a Learning Highway that focuses on building the capability framework that will help teachers be facilitators as students learn from a multi-disciplinary approach. Other enabling organisations such as School Radio, Nalandaway, Adhya, MAGES, Wobli Technologies and ECCE would be called in by the schools as and when there was an opportunity for their participation. This way the Learning Highway also creates an easy access for these organisations without them having to struggle too much to get into the schools.



### **Healthcare, Water & Sanitation**

Need for promulgating and adopting low-cost water treatment devices for arresting chemical and microbial contaminations thereby reducing the risk of water-borne diseases and indirectly reducing health expenditure on the one hand and improving health outcomes on the other.

Organizations doing yeomen service in this field that could be studied further and learning adopted include SIRD, IRA, Teraltec, Tarun Bharat Sangh and others.

### **Livelihood**

In terms of agriculture under the livelihood section, the key issue that was highlighted included Low input dryland agriculture. In order to mitigate this, it was seen that there is a need to focus on small and marginal farmers with the overall objective of improving the net income of the farmers.



With respect to Non-Timber Forest Produce in tribal areas, it was deemed necessary to set up NTFP forest Committees. Further, there is a need to establish small scale local food processing units that can fetch higher returns. The key players who can contribute to this included – CbeeD, Gramin Samasya Mukti Trust, CTx Green.

However, on the whole, it was observed that for all stakeholders in the livelihood space, there is an urgent need to leverage the latest technology and build the capacity of people who are engaged in social development at various levels.

There was an imminent felt need to organise farmers [such as formation of FPO/ FPCs] to obtain increased bargaining capacity and collective action by farmers, and link farmers to the markets – e.g., Nagpur Naturals.

In all, it was a very satisfying three days for the participants in the different tracks. There was empathy for each organization's struggles, celebration of what they were doing and also hope for the way forward. The action is to move forward as one to keep the momentum going.

### **Panchayat Empowerment**

Critical importance was laid on capacity building of various panchayat level stakeholders and facilitation of GPDP. Training & capacity building organizations such as NIRDPR and Anode Lab could provide tremendous support and fillip to grassroots level organizations and the communities.

The Summit witnessed immense potential for cooperation and collaboration from a wide range of stakeholders in different stages of development across verticals and geographies, though there were some overarching areas where few players contributed such as in technology, business and leadership development.

Right from the start with Arun Jain's address to the participants opening up new vistas of partnership through the design thinking lens to the impetus laid on criticality of local self-government by Mr. Vijay Anand and Dr Reddy's focus on the need for strengthening all stakeholders through effective training and capacity building scaled up on a much bigger level with a stress on inclusive growth, the Summit brought renewed vigour and strength to all participants – mainly Mission Samriddhi and numerous Development Accelerators who, along with a wide range of Gram Panchayats – understood how this foundation could pave the way for a clear roadmap for holistic rural development.

All the participants gained in some measure much learning from the workshop method of dialogue, discussion and demonstration. The most significant action included networking between a large number of DAs who exploited the opportunity to forge partnerships among themselves and plan scaling up of activities in their own spheres of influence.

In sum, the Summit provided a platform for all like-minded professionals, organizations and community leaders to showcase their strengths enhance learning curves, manage differences in approaches through suitable assimilation of stimuli and ideas and provide an opportunity to bond, connect and catalyse in the near future for a long and sustainable partnership for the overall growth of the rural development community across the country.

