

# livelihoods

today and tomorrow

April 2017

# Development Management



Supplements		
<p><b>livelihoods</b> today and tomorrow</p> <p>April 2017</p> <p><b>'How To'</b>      <b>Success</b></p> <p><b>Community Resource Persons</b></p> <p>Access to Resource Persons (ARP) can help create self-employment opportunities for people in rural areas, who are often poor, vulnerable and do not have access to the market. ARP can help them effectively by providing them with resources and expertise that is based on their own skills and knowledge. They can also help them in identifying business opportunities, setting up the business, and providing them with the necessary support and guidance. This can help them to improve their income and living standards, and also contribute to the overall development of the rural areas.</p>	<p><b>livelihoods</b> today and tomorrow</p> <p>April 2017</p> <p><b>'Kshetram &amp; Suktetram'</b></p> <p><b>Muralavali</b> and <b>Metal workers</b></p> <p>The rural workers are engaged in the traditional metal work, which is a skill that has been passed down from generation to generation. This work is not only a source of income for them, but it is also a part of their cultural heritage. However, the demand for metal work is declining, and the workers are facing a lot of challenges. This supplement provides information on the various schemes and initiatives that are being implemented to support the metal workers and help them to improve their livelihoods. It also provides information on the various organizations and institutions that are working towards the development of the rural areas.</p>	<p><b>livelihoods</b> today and tomorrow</p> <p>April 2017</p> <p><b>Special Supplement</b>      <b>Schemes</b></p> <p>The rural workers are engaged in the traditional metal work, which is a skill that has been passed down from generation to generation. This work is not only a source of income for them, but it is also a part of their cultural heritage. However, the demand for metal work is declining, and the workers are facing a lot of challenges. This supplement provides information on the various schemes and initiatives that are being implemented to support the metal workers and help them to improve their livelihoods. It also provides information on the various organizations and institutions that are working towards the development of the rural areas.</p>

Happy Wildlife! Sparrows! Happy Women's Day! Happy Holi! Happy Happiness!

Happy Ugadi! Happy Forests! Water! Earth! Happy Theatre!

Let us live simple and work towards simple living in this world.

Union Budget has been approved. Income Tax comes down. GST bill passed in Lok Sabha.

BJP sweeps UP and UK; forms Government in Goa and Manipur; and Congress returns in Punjab.

Yogi Adityanath, an MP, comes down to become CM in UP. Manohar Parikkar, Defence Minister of India, comes down to become CM in Goa.

Jayalalitha legacy war continues. RK Nagar bye-election is on

India's 1.3 billion population needs to be empowered with knowledge. Digital revolution is picking up momentum - digital devices are accessible to more or less to all; digital bandwidth is available at no cost/reasonable cost everywhere; digital money is real; e-governance is now a reality albeit basic; self-help movement is including all women; government is committed to provide its services as digitally as possible; universal basic income to all is the thinking in the horizon; aadhaar is expected for almost all services; etc. In this roll of digital juggernaut, it is possible that the poor, poorest of the poor, vulnerable, digital illiterate/less digital literate may have difficult to cope with. Digital life would become a necessary life element for survival. Their little income may not be separable for this. Even if separable, it may not be adequate. Even if adequate, they may not time to use data and services. They may not have the knowledge, tools and skills to benefit from them fully. As a result, it is possible that it results in a wide digital divide of digital haves and have-nots. Consequently, they may lose real opportunities in employment, enterprise and living. In this context, it becomes absolutely necessary for state and governments to guarantee universal basic digital access and services at no cost to the poor. Digital literacy has to be pushed the way we pushed sarva siksha abhiyan with godspeed. Digital education has to be part of education very early in the school.

We need to tailor our knowledge and capacity building services and budgets have to be increased. For our 1.3 billion population, or 300 million families, we may need 30 million facilitators of digital knowledge and services from within the community. These could be in our SHGs as SHG leaders, SHG Bookkeepers, community activists, volunteers, resource persons and/or paraprofessionals. We may need 3 million (2 million in rural areas; and a million in urban areas) master facilitators who work with the facilitators, develop learning modules, materials and offer knowledge services as entrepreneurs. These master facilitators need to be developed and nurtured. NRLM and NULM can take the lead in this effort. 2017 and 2018 can herald this agenda.

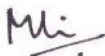
**We can do our bit towards this agenda. We need to seek more and more hands to join in, in this effort, quickly.**

Development Worker-Manager-Leaders are acutely needed in India and outside. Every village needs an integrator. Every GP needs a professional. Every Block, every district and state needs professionals. Every town and city needs professionals. In the areas of Poverty-Vulnerability Reduction, Livelihoods and Development. Education Management requires hands. Health Management requires hands. Schemes, Missions, Programmes, Projects, Community Collectives etc., require hands. By any reckoning, conservatively, India needs at least 10,000 professional manager-leaders and 100,000 community professional activist-manager-leaders every year. The institutes focused on producing them are less. Barring a few, their quality is by and large average. The young minds are not getting attracted and coming on their own to development. In this context, 'livelihoods' has explored 'Development Management'.

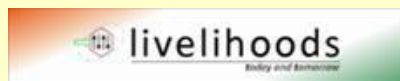
APJ Abdul Kalam's 'Governance for Growth in India', is a useful read for all in development work.

The e-links include VCA - 'Wage Labour'; subsector - 'Deciduous Fruits'; e-book - 'Rethinking Economic change in India'; and v-book - 'From Local to Global: Long March of DDS Sangam'. Livelihoods Management Notes (e-link) are on 'Institutions'.

Supplements include 'How to nurture Community Resource Persons?'; 'Marathwada' and 'Metal Workers'; and 'Schemes'. With the faith and hope that you find this issue useful, we remain.



the 'livelihoods' team



<b>'livihoods' team</b>	
Editor-in-Chief	G Muralidhar
Working Editor	T Venkateshwarlu
Edit Associates	V Aravind Kumar K Chayadevi S Laxman K Ramesh G Swathi T Vina

<b>Walked/walking with us</b>	
V Ankith	Mansi Koushik
T Aparna Gayathri	P Mahesh
K Bharathi	D Narasimha Reddy
G Bhargava	Naval Shaini
Bhima Shankar	G Pulakeshi
Chandranshu Gupta	T Nirmala
Dharmendhar	LB Prakash
Glen Shewcheck	M Raja Srinivas
S. Janaki	S Rekha
K Krishna Chaithanya	B Ramya
P Kishore	B Sai Srinivas
Krishna Murari	M Siddhardha
M Lavanya	K Sridevi
B Madhusudhan	Soumya
P Madhusudhan	M Vijaybhasker
G Madhu Vamsi	K Visweswar Rao
S Mahidhar	A Uma

**Private Circulation**

*Contact:*

**Akshara Livihoods Pvt Ltd (ALPL)**  
 HIG-II B12/F1 APHB Colony  
 Baghlingampally  
 Hyderabad - 500044  
 09951819345/ 9848930034  
 aksharakriti@gmail.com  
 www.aksharakriti.org  
 www.livihoods.net.in

<https://www.facebook.com/livihoods.portal.75>  
<https://www.facebook.com/groups/355847681149768/>

<b>Focus</b>	Development Management	6
News		4
Livihoods-on-Ground	CBO Village Organization	5
Classic Book Story		14
'Yoga'kshemam		15
<b>Supplements</b>		
How to (?)	How to Nurture Community Resource Persons <a href="http://livihoods.net.in/sites/default/files/pdf/how_to_nurture_community_resource_persons_31032017.pdf">http://livihoods.net.in/sites/default/files/pdf/how_to_nurture_community_resource_persons_31032017.pdf</a>	
Kshetram Sukshetram	Marathwada & Metal Workers <a href="http://livihoods.net.in/sites/default/files/pdf/supplement_kshetram_and_sukshetram_1.pdf">http://livihoods.net.in/sites/default/files/pdf/supplement_kshetram_and_sukshetram_1.pdf</a>	
Special Supplement	Schemes <a href="http://livihoods.net.in/sites/default/files/pdf/special_supplement_scheme_april_2017.pdf">http://livihoods.net.in/sites/default/files/pdf/special_supplement_scheme_april_2017.pdf</a>	
<b>e-links</b>		
VCA	Wage Labour <a href="http://livihoods.net.in/pdf/value-chain-%E2%80%93-wage-labour">http://livihoods.net.in/pdf/value-chain-%E2%80%93-wage-labour</a>	
Sub-sector	Deciduous fruits <a href="http://www.namc.co.za/upload/all%20reports/Deciduous%20Fruit%20Subsector%20Study.pdf">http://www.namc.co.za/upload/all%20reports/Deciduous%20Fruit%20Subsector%20Study.pdf</a>	
e-Book	Rethinking Economic change India <a href="http://elib.peaceland.edu.ng:8383/greenstone3/sites/localsite/collect/peacelan/index/assoc/HASH0122/5517c0cd.dir/doc.pdf">http://elib.peaceland.edu.ng:8383/greenstone3/sites/localsite/collect/peacelan/index/assoc/HASH0122/5517c0cd.dir/doc.pdf</a>	
v-Book	From Local to Global - The long march of DDS Sangam <a href="https://www.youtube.com/watch?v=eSqDtsDT8MY">https://www.youtube.com/watch?v=eSqDtsDT8MY</a>	
Livihoods Management Notes	Institutions <a href="http://livihoods.net.in/sites/default/files/pdf/supplement_livihoods_management_note_1.pdf">http://livihoods.net.in/sites/default/files/pdf/supplement_livihoods_management_note_1.pdf</a>	
e-course	e-livihoods learning course Capsule No: 466 - 475 <a href="http://livihoods.net.in/sites/default/files/pdf/e-course_april_2017.pdf">http://livihoods.net.in/sites/default/files/pdf/e-course_april_2017.pdf</a>	



### **FAO, IRRI agree to work closely to support sustainable rice production**

The Food and Agriculture Organisation (FAO) and the International Rice Research Institute (IRRI) have agreed to cooperate more closely to support sustainable rice production in developing countries to improve food security and livelihoods, while safeguarding natural resources.

An agreement signed seeks to better pool the scientific knowledge and technical know-how of the two organisations so that they can expand and intensify their work globally.

The partnership primarily aims to enhance sustainable rice-based farming systems through capacity building activities - including assisting governments draw up and implement national and regional policies and strategies - to the benefit of small-scale farmers, especially women.

### **Govt to build toilets in 1 lakh Madrassas, gives '3T' Mantra:**

NEW DELHI: The Centre plans to build toilets in one lakh madrassas across the country as part of its efforts to revamp these traditional learning centres. Union minister of state for minority affairs Mukhtar Abbas Naqvi on Saturday said the government has also planned to introduce mid-day meal scheme and upgrade skills of teachers in these educational centres as part its "3T formula -- teachers, tiffin and toilets".

### **GOVT APPROVES UNRESTRICTED EXPORTS OF ORGANIC AGRICULTURAL PRODUCTS:**

New Delhi: The government allowed unrestricted exports of all certified organic agricultural products, a move that would help in boosting shipments. The decision in this regard was taken in the meeting of the cabinet committee on economic affairs (CCEA), chaired by Prime Minister Narendra Modi. The CCEA "has given its approval for removal of all quantitative ceilings on individual organic products and allowed unrestricted exports of all organic agricultural and organic processed products irrespective of any existing or future restriction/prohibition on the export of their basic product (non-organic)". However, the government said in view of acute shortage in the country, the quantitative ceiling on shipments of organic pulses and lentils will continue. But the ceiling was enhanced from 10,000 tonnes to 50,000 tonnes. The move will also result in increased adoption of organic agriculture by farmers.

### **OVER 1 LAKH AVAILED OF AFFORDABLE DIALYSIS SCHEME:**

NEW DELHI: More than 1 lakh patients have availed the affordable dialysis programme unveiled in the 2016-17 budget by the Modi government aimed at reaching all district hospitals across the country. Nearly 10 lakh dialysis sessions have been held under the plan so far, government estimates showed.

### **Cyclone Debbie! In Queensland:**

Thousands of Australians have abandoned their homes, as powerful cyclone bore down on coastal towns. The winds are reached up to 300 km per hours. It is the most powerful storm to hit the country since cyclone Yasi in 2011. A category five storm is the strongest on the five-step Saffir-Simpson scale of hurricane intensity.

### **Engineering major L&T has bagged an order:**

Worth of Rs. 705 crore, in Tanzania's Ministry of Water and Irrigation. The project will be executed by L&T in a joint venture with Shriram EPC.

### **Hong Kong's next leader is Carrie Lam:**

the first Hong Kong's first women Chief Executive, will take office on July 1. She will take office on July 1 and won with 777 votes, compared with 365 for her closet rival. ❖

About 2.2 lakh new patients of end stage renal disease get added in India every year resulting in additional demand for 3.4 crore dialysis sessions. With approximately 4,950 dialysis centres, largely in the private sector and concentrated in the major towns, the demand is only half met. Every dialysis session costs about Rs 2,000. Besides, most families have to undertake frequent trips, often over long distances, to access dialysis services, incurring heavy travel costs and loss of wages, finance minister Arun Jaitley had said in his budget speech while announcing the scheme. While the budget plan was to have at least one dialysis unit in every district, the health ministry has approved around 519 proposals from district hospitals by end of 2016 to start dialysis units on the public private partnership (PPP) model.

### **LABOUR CODE TO PROVIDE SOCIAL SECURITY COVER TO ALL WORKERS:**

Centre's proposal will include self-employed, agricultural workers. The National Democratic Alliance (NDA) government has proposed a labour code which will provide social security cover to the entire workforce in the country, including self-employed and agricultural workers. Even households employing domestic help will also have contribute towards schemes including provident fund and gratuity for the worker, according to a 'draft code on Social Security and Welfare' proposed by the Labour Ministry. Factories employing even a single worker will have to contribute towards social security benefits, as per the proposal. "Every working person in the country will be covered under the social security code whether she belongs to the organised sector or the unorganised sector. For the first time, we intend to cover agricultural workers along with self-employed people and target to provide social security benefits to 45 crore workers," said a top Labour Ministry official, on conditions of anonymity. ❖

**Shree Goverdhan Village Organization**

**Seva Mandir**

The Shree Goverdhan Village Organization (VO) is located in Jayedpura Grama Panchayat(GP), Tappal block, Khair Tahasil, Aligarh district in Uttar Pradesh state. It was established in June 2016. It comprises of 10 Women Self Help Groups (SHGs), with a total of 124 members. Each SHG pays Rs. 50 for attaining membership in the VO. The VO has three Office Bearers (OB) and a book keeper and the details are given below.

President – M. Laxmidevi Secretary – Satyavreetha

Treasurer – MamthaDevi Book keeper: Hubban Singh.

The Village Activist (VA) participates in the VO’s meetings and facilitates in their planning, advocacy activities with the support of OB and Executive Members (EC), and also helps SHGs in getting linkage with banks. Besides this, the VA facilitates SHGs to avail benefits from government schemes. The VO conducts its meetings on the 5<sup>th</sup>& 21<sup>st</sup>of every month at 11:00 pm at village panchayat premises with EC Members. In first meeting, the agenda is centred around loans.

The VO supports and facilitates SHGs to avail loans from the local Grameen Vikas (GV) banks. The amount ranges from Rs. 10000 – 50000; it is sanctioned based on SHG activities. The SHG members use the loan amount for medical expenses, children’s education, marriages, and for starting or running enterprises. In the second meeting, the discussion is about SHGs’ payments of interest, repayments, bank linkages, etc., Till now, the VO has solved many women issues and has earned a credible name from the villagers. The VO has four committees and they are given below:

Health Committee: It raises awareness on health of mother & children, such as pregnancy care, child care, immunization, vaccination, etc.

Education committee: This committee has so far improved primary school education in local Government school and reduced school dropouts in the village

Bank linkage committee: This committee promotes bank linkage activities in the village. It facilitates in getting loans for poor people and helps in establishing enterprises for self-sustainability. Environment committee: It looks into the environmental issues in the village. ❖

SevaMandir, in Rajasthan is a leading development Non-Profit Organization (NGO). It has an operational area of 700 villages in southern part of Rajasthan and works with 36,00,00 individuals. SevaMandir was established in 45 years ago.

The organization’s main objective is to work with poor people. The organization works in various areas and they are in areas of governance, health, education, Natural Resource Management (NRM), women’s empowerment, youth development, child care and social development.

In the area of education, organization imparts quality education to more than 12,000 disadvantaged children. In area of health it has its reach to around 8000 women and children, who access SevaMandir health services. The organization provides food security and sustainable livelihoods, by treatment of acres of barren land. On women’s empowerment front, local women are formed into Self-Help Groups (SHG) and they are fighting for their rights and accessing various financial based services.

The holistic development, taken up by the organization has significantly shown impact on improvement of local populations living conditions.

As on date, organization has formed 532 village forums and is building stronger communities in the villages. The organization aims to self-sustain local bodies by emphasizing on good governance methodologies. It has been building strong Village Institutions (VI) in various of its operational areas. The various Vis work as “epicenter” for village forums and organization builds community ownership in activities of village development. This process precedes the long term sustainability of organization. ❖

# Development Management

*The roots of development sector could be traced back to Gandhian era, (or is it with the Christian missions... colonial era) where in national leaders of freedom struggle inspired people to take up nation building activities in areas of education, health, sanitation, empowerment of weaker sections and redistribution of economic resources. These efforts continued even in the post-independence era, with much rigour and resources. Development agenda, which started as voluntary and philanthropic activity witnessed a sea change over the past few decades through the process of formalization, professionalization, decentralization, private sector participation and government's efforts.*



The roots of development sector could be traced back to Gandhian era, (or is it with the Christian missions... colonial era) where in national leaders of freedom struggle inspired people to take up nation building activities in areas of education, health, sanitation, empowerment of weaker sections and redistribution of economic resources. These efforts continued even in the post-independence era, with much rigour and resources. Development agenda, which started as voluntary and philanthropic activity witnessed a sea change over the past few decades through the process of formalization, professionalization, decentralization, private sector participation and government's efforts.

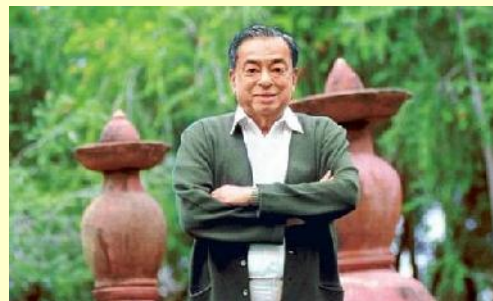
Watershed movement for development sector has arrived with establishment of IRMA in the year 1979 by Dr. Verghese Kurien is considered as a catalyst by opening up the sector to new paradigms as well as viewing the development sector portfolio in hitherto less explored dimensions. Kurien founded IRMA with the firm belief that future of our nation lies in villages and if our villages are to prosper, it is essential that rural development organizations are managed professionally. This process is further hastened through organizations like TISS, XIMB, Gandhigram, NIRD, PRADAN, DHAN, MYRADA etc. Kurien's vision to build budding managers in the development sector starting with Dairy (AMUL) had culminated into a process where varied sectors like finance, IT, cooperatives, rural and urban development interventions by government, NGOs, livelihoods and agribusiness have come to be influenced by the process.

Development sector is unique in the sense that fighting poverty remains as core agenda of the efforts, since its inception. Over the past decades, the scope of the sector has multiplied through the integrated approach the nation is heading in dealing with poverty. These multiple dimensions include lack of formal livelihoods, rising health expenditure, limited financial and digital inclusion, over dependence on agriculture, disguised migration, unplanned urbanisation and social tensions. These distinctions are stark in a developing country like India, where more than 90% still work in the unorganized sector and India's performance on various indicators remains critical, India's ranking at 97<sup>th</sup> position in Global Hunger Index (GHI) and stagnating performance in Human Development Index (HDI) rankings remains a testimony for this.

Since 5<sup>th</sup> Five Year Plan (FYP) there is a shift towards direct fight over issues plaguing vulnerable communities. This shift did mark state led interventions in addressing the challenges. The current framework of development sector involves central and state led poverty alleviation missions like SERP, BRLPS, RAAJEVKA, NRLM and NULM, followed by initiatives like Skill India, Jandhan-Aadhar-Mobile (JAM) trinity, Digital and Financial Inclusion process had increased the need for skilled managers and community professionals to take ahead the agenda.

The role of NGOs and social enterprises had also become critical in tackling these challenges, with passage of amendment to Companies Act in 2013, the mandate CSR spending led to further infusion of resources in to this sector. Another major area that is emerging is the Producer Organizations (PO) of the community, themselves to strengthen the collective efforts post success of the dairy cooperatives, which failed to replicate in other verticals. These had further increased the scope for requirement of human resources. From the perspective of young minds, who doesn't find their future in the cubicles of IT companies and those who are looking for an opportunity to work directly with the community towards nation building could prefer Development Management as a budding career option apart from civil services. The beauty of the sector lies in the fact, that over a long run one remains contented with the career choice he/she had chosen, when compared with majority of the professions.

Various development management institutions have become grounds of creating young professionals and catering to the needs of the sector. Over the period of time innovations have led to flexible course curriculum to meet the evolving requirements of the sector. Most institutions have a blend of field work along with class room components, this enhances the learning capabilities of young minds through hands on approach which involves interaction with the community. Nearly 1/3<sup>rd</sup> of course curriculum involves field work where the students get to work in an organizational setup in the form of internships. These internships do have scope for 'earn while you learn' mechanism like the professional management institutions like IIMs and other business schools. The demand for professionals in this sector is visible in the form of placement opportunities received even before completion of their course schedule. Further the collateral free educational loans provided by commercial banks provides a hassle free financing window with a 4 to 5 year repayment period post completion of the course. This document enlists few such institutions which are specializing in Development Management, they are presented in the following pages.



**Institute of Rural Management Anand (IRMA):** IRMA, established in 1979 by the father of white revolution Dr Verghese Kurien, is a pioneering academic institution in rural management education and research. Today, IRMA is recognized not only as an institution of excellence in teaching and research but also for having successfully created the new discipline of rural management. IRMA enlisted



over 750 partner organizations, which it invites for placement purpose for PGDRM participants. For last year over 350 job offers were received for 194 participants with median salary at 8.4 lakh per annum and maximum salary stood at 27.39 lakh per annum.

S. No	Courses offered	Eligibility	Admission procedure	Duration	Fee/Fellowship
1	Post Graduate Programme in Rural Management (PGDRM)	A graduate from any discipline, having 50 per cent (45 per cent for SC/ST/DAP (Differently Abled Person)) aggregate marks.  IRMA's designated organizations can sponsor their employees.	IRMA will use CAT / XAT scores and applicants have to additionally appear for "Issues of Social Concern" test. This is followed by group activity and personal interview	2 year residential programme	Fee for Tution, boarding, accomodation and others: 10,50,000/-
2	Fellow Programme in Rural Management (FPRM)	PGDRM from IRMA (or) PGDRDM from IRMA with one year post-diploma work experience (or) Post Graduation in any discipline from a recognized University or Institution with 55% marks at PG and 50% marks at graduation (college) level; (or) Five-year professional degree (medicine, veterinary science, architecture etc.) with 60% marks and at least one year work experience (or) Four-year professional degree (engineering, agricultural sciences etc.) with 60% marks and at least three years work experience; Applicants having valid score of UGC JRF in relevant disciplines (management, economics, social work, sociology, psychology, commerce, etc.).	IRMA will use CAT / XAT scores and applicants have to additionally appear for "Issues of Social Concern" test. Applicants with PGDRM qualification from IRMA and applicants who have valid score of UGC JRF in relevant disciplines (management, economics, social work, sociology, psychology, commerce, etc.) are exempted from online admissions test and will be directly called for interview	It is a doctoral programme of minimum 3 years and maximum 7 years duration	Every FPRM participant receives a fellowship of Rs. 14,000/- per month till they clear the Comprehensive Qualifying Examination and then Rs. 16,000/- per month and a contingency grant of Rs. 20,000/- per year for a period of 4 years
3	Certificate in Rural Management	IRMA's designated organisations can sponsor their employees (executives and officers) for Certificate in Rural Management (CRM). At present, about 650 organisations have been designated by IRMA.	Applicant should appear for the written test, group activity and personal interview	1 year residential programme	Fee for Tution, boarding, accomodation and others: 6,00,000/-

**Indian Institute of Forest Management** : IIFM is a sectoral management institute which constantly endeavours to evolve knowledge useful for the managers in the areas of Forest, Environment, Natural Resource Management (NRM) and allied sectors. Founded in 1982 as an autonomous public institute in Bhopal, Madhya Pradesh by the Ministry of Environment, Forest and Climate Change, Government of India (Gol). Apart from the above courses IIFM is recognized as a research centre for pursuing doctoral research of the Forest Research Institute (Dehradun), Deemed University (FRIDU). FRI conducts an entrance test for the selection of PhD candidates in the first week of July every year. Placement report for 2014-16 batch of PGDFM shows a positive picture with each

S. No	Courses offered	Eligibility	Admission procedure	Duration	Fee
1	Post Graduate Diploma in Forest Management (PGDFM)	Bachelor's degree with atleast 50% marks (45% in case of SC, ST and DA) or candidates appearing for final year of bachelor's examination	CAT/XAT examination followed by separate application form for IIFM. Shortlist based on CAT/XAT followed by group discussion & interview. (Reservation as per Gol norms)	2 years fully residential	Tution fee, hostel rent & others: Rs.4,80,000*/- (for general,NC-OBC,DA) Rs.2,88,000*/- (for 9SC,ST) *doesn't include mess fee (scholarship for 15 students in each batch)
2	MPhil in Natural Resource Management	Post graduate degree/diploma in the field of science/engineering/management and related social sciences	Written test followed by interview. UGC/CSIR/ICAR-NET qualified candidates & candidates with PGDFM with IIFM with a minimum of 3.0 CGPA shall be exempted from written test	1 year fully residential	Tution fee, hostel rent & others: Rs.1,50,000/- *doesn't include mess fee



participant receiving an average of 2.2 offers per student. Organizations, which offered positions include CARE India, International Paper, World Resource Institute India, Access livelihoods, PRADAN etc. The median salary stands at Rs.5,75,00/- with more than 20% of the batch receiving above Rs.7,00,000/- annual package.

**Development Management Institute (DMI):** DMI was set up on February 13, 2014 pursuant to a desire of the Government of Bihar to establish a High Performing Knowledge Institution (HPKI). DMI, set up with active support of Govt of Bihar, BRLPS, COMFED and other prominent development support agencies, is an emerging academic institution. Placement opportunities are open to the participants in Development Organizations and Development Support Organisation promoting Sustainable Livelihoods; Corporate Social Responsibility units, Collectives, and Social Enterprises.

S. No	Courses offered	Eligibility	Admission procedure	Duration	Fee
1	Post Graduate Diploma – Development Management	Candidates with a minimum of 50% marks or equivalent (45% for SC/ ST candidates) in Graduation. <b>Sponsored Candidate</b> Government, non-government, development organizations, corporate social responsibility units, member-based collective enterprises including cooperatives, producer organizations and social enterprises are encouraged to sponsor their current or prospective employees.	Candidates should have a valid score of CAT, XAT, GMAT, CMAT, MAT, ATMA. Followed by Development Management Aptitude Test, group exercises and personal interview	23 months	Tuition & other fee: 6,00,000/- Accommodation, boarding, field work and others: 3,00,000/-  <b>Scholarship:</b> merit-based fee waiver based on performance during PDM upto 82% of the total programme fees

#### National Institute of Rural Development (NIRD)

The National Institute of Rural Development and Panchayati Raj (NIRD&PR), an autonomous organisation under the Union Ministry of Rural Development, is a premier national centre of excellence in rural development and Panchayati Raj.

NIRD offers a regular course in Post Graduate Diploma in Rural Development (PGDRDM) and distance course in Post Graduate Diploma in Sustainable Rural Development (PGDSRD), Post Graduate Diploma in Tribal Development Management (PGDTDM) and Post Graduate Diploma in Geospatial Technology Applications in Rural Development (PGDGARD). Placements for PGDRDM students are available in various state poverty alleviation programmes, central skill development mission, private players, CSR units and NGOs. 100% placement assistance is assured to the students.

S. No	Courses offered	Eligibility	Admission procedure	Duration	Fee
1	PGDRDM	Graduation in any discipline from any recognized university. Reservation as per government norms. The Government Departments/Organizations / Institutions/ NGOs etc may sponsor their officials for admission to this Programme by duly forwarding their applications and paying full Programme Fee for their admitted candidates	Admissions are conducted for two batches every year. First batch in January and second batch in February. All India entrance test followed would be conducted followed by group discussion and interview	1 year	Tuition fee: 1.6 lakh for open & OBC category Boarding and lodging: 1.0 lakh
2	PGDSRD	Same as above			Rs.10000/- for general & OBC and Rs.9000/- for SC, ST & DAB
3	PGDTDM	Same as above		1 year	Rs.10000/- for general & OBC and Rs.9000/- for SC, ST & DAB
4	PGDGARD	Same as above		1 year to Maximum 3 years	Rs.12000/- for general & OBC and Rs.10000/- for SC, ST & DAB

**Xavier Institute of Management Bhubaneswar-Rural Management (XIMB-RM):** The school of Rural Management is part of private university called Xavier University, Bhubaneswar. The school is committed to developing professionals with contextual understandings to address the unique challenges faced by institutions/organizations engaged in rural development in the country. Placement assistance is provided for all the participants of XIMB-RM, major sectors for placements include development, banking and financial services, sales and marketing consultancy, agri-business, research and policy advocacy etc. Placement report of

2015 shows that 26 organizations offered 56 positions with median salary of Rs.6.5 lakh per annum and highest salary of Rs.12.44 lakh per annum.

S.No	Courses offered	Eligibility	Admission procedure	Duration	Fee
1	MBA – Rural Management	Bachelor's degree in any programme with atleast 55% marks in aggregate	Applicants are required to any one of these tests – XAT/CAT/NMAT/GMAT/X-GMT and they also have to fill up separate application form from XIMB website for this programme Candidates who have secured 1 <sup>st</sup> , 2 <sup>nd</sup> or 3 <sup>rd</sup> position in their undergraduate programme can apply directly. The candidates are shortlisted for Written Ability Test followed by Personal Interview	2 year residential	Tuition, boarding, accommodation and others: Rs.14,50,000/-
2	PhD	Master's degree in any discipline with atleast 55% marks in aggregate	Candidates will be shortlisted on the basis of their academic records and SOPs. The short-listed candidates will be required to appear for Xavier Research Aptitude Test (X-RAT) and Personal Interview. UGC-NET qualified candidates will be exempted from appearing for the X-RAT	4 to 7 years	Officially sponsored/ self sponsored candidates - fee: Rs.3,00,000/- in first year and Rs.1,00,000/- each in 2 <sup>nd</sup> , 3 <sup>rd</sup> and 4 <sup>th</sup> year  Partially sponsored candidates - fee: Rs.75,000/- in 1 <sup>st</sup> year and Rs.35,000/- in 2 <sup>nd</sup> year and Rs.45,000/- in 3 <sup>rd</sup> and 4 <sup>th</sup> year  Scholarship: incase of deserving full-time students academic fee will be waived and a stipend of Rs.15,000/- per month will be given to a maximum of 4 years  Additional cost involves boarding & accommodation -75,000/- per year

**KIIT School of Rural Management (KSRM):** KSRM is a school under KIIT university in Bhubaneswar, Odisha. The school came in to existence with laying of the foundation stone by late Dr. V.Kurien in 2006. Mission of the institution is to catalyze the process of sustainable rural development and minimizing existing rural-urban divide. So far 395 students had passed out from this programme. A total of 45 job offers have been made to 34 students of 2015-17 batch of MBA-Rural Management. Organizations like Techno Serve, Odisha Livelihoods Mission, DCB Bank, Jeevika Bihar, Tata Trust etc had participated in the process.

S.No	Courses offered	Eligibility	Admission procedure	Duration	Fee
1	MBA-Rural Management	Graduate in any discipline and having minimum 50% aggregate marks	Candidates shall be shortlisted on the basis of KIITEE/CAT/XAT/CMAT/MAT followed by group discussion and personal interview	2 years	Total fee payable: Rs.6,47,000/- (including hostel, mess and provision of laptop)

#### Faculty of Management Studies – Institute of Rural Management (FMS-IRM), Jaipur:

FMS-IRM is established and led by SIIRM, launched in 1994, it has traversed the path to develop the discipline of “Rural Management” and “Rural Marketing”. The institute offers 100% placement record, major recruiters include Monsanto, Mahindra finance, L&T finance, Janalakshmi, Indian Overseas Bank, Spandana etc

S.No	Course offered	Eligibility	Admission procedure	Duration	Fee
1	Post Graduate Diploma in Management – Rural Management	Bachelor's degree in any discipline or its equivalent qualification with no less than 50% marks in aggregate	MAT/CAT/CMAT/XAT/ATMA and IRMAT followed by Writtent Aptitude Test, Group Discussion and Personal Interview	2 years	Tuition Fee: Rs.6,25,000/-

**Xavier Institute of Social Service (XISS), Ranchi:** XISS was established in 1955 at St.Xavier's college, Ranchi with objective of training young men and women in rural development. In 1973, the institute was registered as separate educational society under the Societies Registration Act, 1860. XISS offers Post Graduate Diploma in Rural Management (PGDRM) with 75 seats every academic year, 50% of the seats are reserved for SC/ST category.

S. No	Course offered	Eligibility	Admission procedure	Duration	Fee
1	PGDRM	Bachelor's degree in any discipline or its equivalent qualification with no less than 55% marks in aggregate (50% for SC/ST).	Stages in the admission process include- XAT/CAT/CMAT, Group Discussion, Assessment of writing skills and Personal Interview. Each stage has certain weightage in final selection	2 years	Tuition Fee: Rs.

**Tata Institute of Social Sciences (TISS):** TISS was established in 1936 as the Sir Dorabji Tata Graduate School of Social Work. In 1944, it was renamed as TISS. The year 1964 was a landmark in the history of institute, when it was declared deemed to be a university under Section 3 of the UGC Act, 1956. TISS is spread through 4 campuses at Mumbai, Tuljapur, Hyderabad, Guwahati. In each of these locations various development related professional courses are being offered. Some of the courses are listed in the below table. Due to paucity of space exhaustive list couldn't be provided over here. However, rest of the information could be collected directly from TISS website.

S. No	Course offered	Eligibility	Admission procedure	Duration	Fee
1	MA in Development Studies	Bachelor's degree of minimum 3 years duration	TISSNET examination followed by Group Discussion and Personal Interview, with weightage for each unit in final selection	2 years	Tuition & other Fee: Rs.88, 600/- For those who avail residential facility at campus- Hostel & Dining fee: Rs. 1,24,000/-
2	MA in women's studies	Same as above	Same as above	2 years	NA
3	MA in Social Entrepreneurship	Same as above	Same as above	2 years	Tuition & other Fee: Rs.1,04, 600/- For those who avail residential facility at campus- Hostel & Dining fee: Rs. 1,24,000/-
4	MA in Urban Policy & Governance	Bachelor's degree in Engineering, Architecture, Management, Physical sciences, Geography, Planning, Law or Social Sciences	Same as above	2 years	Same as above

**Gandhigram Rural Institute (GRI) – Deemed University, Tamil Nadu:** Gandhigram had its genesis on 7th October, 1947 and it

S. No	Course offered	Eligibility	Admission procedure	Duration	Fee
1	MBA – Rural Project Management; Rural Industries Management; Cooperative Management; Small Business Management	Bachelor's degree with minimum 50% marks	On the basis of an entrance test	2 years	Tuition fee and others: 36420/-
2	MA – Development Administration	Hr Secondary Examinations	On basis of marks scored in Hr Sec examinations through counselling	5 years	Tuition fee & others:47,020/-
3	MA - Rural Development	Bachelor's degree with minimum 50% marks	On the basis of an entrance test	2 years	Tuition fee & others:47,020/-
4	MPhil – Development Administration	A pass with minimum 50% marks for SC/ST applicants and 55% marks for others in PG degree in political science/public administration/public affairs/development administration	On the basis of an entrance test	2 years	Tuition fee & others: 22,520/-
5	PhD	PG degree in relevant discipline with not less than 55% marks (50% for SC/ST)	Admissions twice a year during January and August.		Full-Time: 6,775/- (annual fee) + 12,280 (one time fee) Part-Time: 11,775/- (annual fee) + 12,280 (one time fee)

progressed and expanded remarkably in the areas of rural community development under the dynamic leadership of its founders Dr.G.Ramachandran and Dr.T.S.SoundaramRamachandran, dedicated disciples of Gandhiji. The Gandhigram Rural Institute of Higher Education was started in 1956 in Dindigul district to bring higher education closer to the villagers. The institute is fully funded by Ministry of Human Resource Development, Government of India. The institute offers courses at various levels – skill based courses, under graduate programmes, professional courses, integrated programmes, diploma programmes, post graduate programmes, M.Phil and PhD. Some of the development management related courses are briefed in the below table. Some of the related courses are mentioned in the below table:

**Indira Gandhi National Open University:** IGNOU, established by an Act of Parliament in 1985, has tried to increase Gross Enrolment Ratio (GER) by offering high-quality teaching through Open and Distance Learning (ODL) mode. All the regional centres and study centres of IGNOU have been provided with active two-way video conferencing network connectivity, which has made it possible to transact interactive digital content. IGNOU has been offering certain development management related courses at various levels like UG, PG, certificate programmes through various schools. Those who are unable to access full-time education can pursue their dream of learning through IGNOU.

S. No	Course offered	Eligibility	Admission procedure	Duration	Fee
1	Post Graduate Diploma in Urban Planning and Development	Graduates from any discipline	Application form	1 year to 3 years	Course fee: Rs.2,800/-
2	Post Graduate Diploma in Extension and Development studies	Same as above	Same as above	Same as above	Course Fee: Rs.4,500/-
3	PhD in Extension and Development Studies	NA	NA	2 years to 5 years	Rs.7000/- per annum + Rs.7000/- (one time) for course work
4	MA in Gender and Development Studies	Graduation in any discipline	Application form	1 year to 3 years	Course Fee: Rs.6000/-
5	Bachelor of Social Work	10+2 or its equivalent	Application form	3 years to 6 years	Course Fee: Rs.12,000/-
6	Post Graduate Diploma in Social Work among Tribals	Bachelors degree in any discipline	Application form	1 year to 4 years	Course Fee: Rs.7,000/-
7	Master of Social Work	Graduation	Application form	2 year to 5 years	Course Fee: Rs.27,000/-
8	PhD in Social Work	An M.Phil and Post Graduate degree in social work with minimum 55% marks (50% for SC/ST/DAB)	Application form	2 years to 5 years	Course Fee: Rs.14,000/-

**Mahatma Gandhi Chitrakoot Gramodaya Vishwavidyala, Chitrakoot:** The institute was established by Government of Madhya Pradesh on February 12, 1991. The university is mandated to develop human resource for the economic and social development of rural people, and develops and disseminates rural technology. Various development management related courses offered by the institute are presented in the below table.

S. No	Course offered	Eligibility	Admission procedure	Duration	Fee
1	Master of Rural E-governance	Graduates from any discipline	Entrance examination	2 years	Tuition fee & others: Rs.51,200/-
2	MBA – Agri Business Management; Rural Management; Small Business Management	Same as above	Same as above	Same as above	Course Fee: Rs.4,500/-
3	Masters in Social Work	Graduation in the discipline of social sciences/commerce/science	Same as above	Same as above	Tuition fee & others: Rs.24,747/-



### Roda Mistry College of Social Work and Research Centre:

The college of social work was started by Indian Council of Social Welfare in the year 1966. The college offers BSW, MSW and PhD courses and is affiliated to Osmania University, Hyderabad.

S.No	Course offered	Eligibility	Admission procedure	Duration	Fee
1	Bachelors in Social Work	10+2	Application form	3 years	As per Government of Telangana norms
2	Masters in Social Work	Graduates with minimum of 40% marks	Entrance test conducted by Osmania University	2 years	Same as above
3	PhD	Post Graduates in related field	SLET, NET, Osmania University PhD eligibility test/M.Phil in social work	NA	Same as above

### Challenges in development management:

The context, in which development professionals function have evolved over a period of time. However, this sector deals with certain peculiar challenges irrespective of its growing importance and professionalism.

The major challenge emanates from the fact that Development Management (DM) is yet to be recognized as professional career choice at par with other sectors. Still the sector has come to be branded as a activity of philanthropy or service. Secondly, majority of the young students or graduates are still unaware of existence of Development Management (DM), which makes it less attractive among the pool of talent.

The cost involved in availing professional degree in this sector is on a rise. Institutions like IRMA, XIMB, DMI etc charge fee comparable to any top business school in the country. However, the same is not visible, when it comes to the placements. Unlike business schools the entry level salaries received by the professionals in development organizations is very less. The growth in these salaries over the past 5 years has been very slow, making the course choice a difficult decision, one in terms of return on investment in monetary terms.



Fourthly, there is shortage of man power in this sector, unlike the slower growth rate in other areas, this sector is in constant demand of Human Resources (HR) owing to the input of resources from various quarters. Limited number of professionals pass out from these institutions annually, out of this limited number considerable percentage of professionals opt for pure business organizations creating a supply gap of HR.

“In Dr.Kurien’s words “Every generation has its own challenges and opportunities. Currently, with the onset of globalization, we face a new set of challenges. The academic institutions can, to some extent, help to manage the developmental challenges that India faces today. In the emerging information and knowledge age, the need of the hour, particularly for the institutions of rural management, is to impart knowledge, and produce the desired type of management professionals who will be willing to work in different sectors to promote rural prosperity in the country. The challenge before the young professionals coming out of the rural management institutes will be to resist the temptation to go and work, where they will receive maximum monetary reward, rather than rural-oriented organizations where their talents will be required the most.”

The role of a development manager, over a period of time, has become more evolved, more sophisticated and more complex. People from various backgrounds like IT, engineering, health, education, finance etc., have come to embrace this sector. This is adding diversity to the human resource pool leading to cross learning and building an integrated approach towards nation building through empowerment of community at large. Irrespective of the challenges, Development Management is in the phase of evolution with enhanced R&D activity to evolve itself as a mainstream professional dimension. However, the success of these efforts lies in developing the right kind of attitude among the young professionals, an attitude to work with the community with compassion. This compassion leads to seeking pathways in dealing with the complexities lying ahead in the agenda of development leading to workable actions of the ground. ❖

## Governance for Growth in India

The book was written by Dr. APJ Abdul Kalam, 11<sup>th</sup> President of India. In the introductory chapter Dr. Kalam deals with the dilemma faced by many young voters, who are of the opinion that people standing in elections does not deserve to lead them. Dr. Kalam says one has to choose the best candidate among contestants based on their work, which could be visible in the form of performance in legislature, media, internet and credentials.

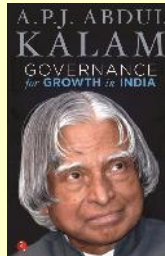
Dr. Kalam proposes some ideas like introduction of Constituency Manifesto, State funding of elections, graduating to a two-party system and creating a system for internet/mobile-based voting. Creative leadership remains the essence of Good Governance. Dr. Kalam brings out the essence of this through his reminiscence at ISRO, DRDO and with PURA. He stresses that a leader should have a vision, passion to realize the vision, travel the unexplored path and capability to manage successes and failures.

Further he discusses that E-governance plays a critical role in building transparent societies where the citizen lies at the point of governance. The current initiatives of Jandhan-Aadhar-Mobile trinity like DBT for LPG turned out to be crucial for curbing leakages and initiatives like Digital India deepens this form of governance. Dr. Kalam proposes a grid approach, where multiple portals like PURA grid, Health grid, Knowledge grid and Governance grid provides an integrated approach to transform lives of the poor.

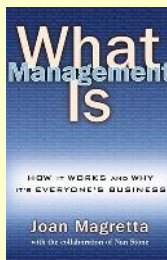
Dr. Kalam speaks that corruption free society starts at home. His argument again rests on the role of young people in suggesting to their parents not to resort any corrupt activity. The book puts forth a pathway of strengthening of audit systems, proactive RTI. He suggests

continuous feedback mechanism right from inception of a scheme unlike year-end audit processes, where the scope for mid-term correction is limited. Dr. Kalam ends the book with a message of courage, Courage to dream and courage to realize these dreams for a prosperous nation and for one to be remembered in the history of the nation.

This book puts forth a clear agenda, what is expected from various stakeholders i.e. citizens, government, constitutional bodies for achieving the common vision of a developed India. ❖



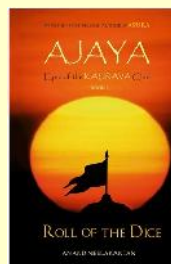
Latest



Book Name: What Management Is

Author: Joan Magretta

Publisher: Profile Books



Book Name: Ajaya: Roll of the dice

Author: Anand Neelakantan

Publisher: Leadstart

## The Story of The Desert

When God first created the world, there was no desert.

The whole world was filled with fertile lands full of beautiful gardens.

God created man in order to maintain the world. He said to man, "Every time you commit a sin, there will be a peck of sand falling on the ground".

Man thought, "What harm will a peck of sand do? Let me live as I please". He started committing wicked sins and pecks of sand started falling on the ground. Still man continued sinning. And the effect is that today there are many deserts around us.



**MORAL: As you sow, so you reap.** [Link: <http://www.english-for-students.com/The-Story-of-The-Desert.html>] ❖

# ‘Yoga’kshemam

*Happy Holi! Happy Ugadi!*

John Cross, Rafael Gomez and Kevin Money have an engaging book on how to maximize key management moments of power ‘The Little Black Book for Managers’. This book focuses on the moments of power, identifying them when they occur and maximizing the positives and reducing the negatives. The key takeaways include -

- *If we are managers or team leaders, our real job is not the job description or Terms of Reference. It is actually to keep on increasing the team output; it is to get the job done better with fewer resources and smaller budgets; and it is to get ourselves redundant.*
- *We need to respond quickly to changes in circumstances and adjust working hours and work allocations to achieve maximum possible team output.*
- *We need to enthuse our associates and get greater commitment to achieving the ‘bigger picture’ so that they set their own objectives, results/milestones and timelines.*
- *We need to be focused on doing right rather than mindless targets.*
- *We need to identify, assess and communicate our team’s potential and reorganize resources to achieve it.*
- *We need to have up-to-date performance figures with us.*
- *We need to break down activities into smaller items for planning and progressing.*
- *We need to be current and be ready to make investments into future.*
- *We need to be ready and prepared for equal and opposite reaction when we take action.*
- *We need to have messages that stick, for the goals that are being pursued challenging the status quo.*
- *We need to focus our time and energy on the people who change and change others.*
- *We need to have costs and timelines realistic based on experience and practicality.*
- *We need to do good even if we do not benefit personally and professionally.*
- *We need to inspire.*
- *We need to remember that we are in managing and leading zone, not in operating zone.*
- *We need to focus on strengths and accentuating and using them. We need not be glued to weaknesses and get over them quickly.*
- *We need to invest time rather than spend it.*
- *We need to protect ourselves from our potential time stealers – messages, phones, meetings and people.*
- *We need to listen, read, appreciate, analyse, write etc., rather than talk.*
- *We need to exercise control on our emotions, without losing sensitivity.*
- *We need to forget about focus on being liked; instead focus on results.*
- *We need not undermine ourselves.*
- *We need to share our issues and problems and seek solutions and contribution to solutions publicly.*
- *We have our opinions and they need to be expressed.*
- *Ideas have to be fought through.*
- *Intrigue is not a bad thing.*
- *Pacing the work matters.*
- *No is fine. Silence is not acceptable. Silence has to be heard.*

## G Muralidhar

- *Over delivery is better.*
- *The team has to be happy.*
- *Responding without waiting for knock on the door is useful.*
- *Trust and more trust is the way for the team.*
- *More responsibility to people than their age and experience empowers them.*
- *Authority has to be used sparingly and wisely.*
- *Need for Change and Change has to be appreciated first.*
- *Conflicts in the team have to be dealt with swiftly.*
- *Successes have to be reinforced and celebrated.*
- *Truth has to be told early before the rumours float around.*
- *Messenger has to be respected and not shot at.*
- *Team building cannot be outsourced/sub-contracted.*
- *Doing together - Thinking, brainstorming, mind mapping etc., matter to the team.*
- *Of course, disruptive behavior is not fine.*
- *Generational differences and role types and differences of the team members have to be taken into consideration.*
- *Distance workers are different team players.*
- *Sub-optimal performances cannot be tolerated.*
- *Talented people too need kicks and pats.*
- *Let members know their personality differences – (E/I)(S/N)(T/F)(J/P) [Extroversion/Introversion; Sensing/Intuition; Thnkg/Feeling; Judging/Perceiving]*

- *360 degree feedback is useful.*
- *Sometimes it is better to adapt and other sometimes, it is better to innovate.*
- *We are recruiting the person, not the CV.*
- *A plan with commitment is superior to a perfect plan.*
- *Let the team know/see/experience the results of their work first hand.*
- *Stress signals have to be seen and acted upon.*
- *More team rewards help.*
- *We need to reward individuals the way they would have liked. Being fair is important.*
- *Committing and doing right things is superior to luring with quick incentives. Taking the stick if required is not bad.*
- *Talents have to be tapped. But STAR (situation-task-action-result) briefing and debriefing has to be scheduled deliberately.*
- *Asking is more important than telling. Delegation is a must.*
- *Beware of ‘monkeys’; Stand up for people; Say no to micromanagement; Share feelings.*
- *Difficult People help us; See if culture has to change; Accept if one has to leave, or we have to move on.*

*We are leaders and managers rolled into one. We need to set our purpose, get our team and get going. We need to get our agenda to scale-up. All of us do this.*

This is antahkaranayogam.

Can we be there? **Yes, if we pursue Atma Yoga.** We are almost there! If we live and practice, we cross the last mile! Krsna confirmsthat devotion, commitment, action and practice take us into the Universe.

Join us in the world of yoga –for flowing in the flow of hope, faith and promise of life and beyond–towards pranayogasiddhi. You will not regret it. ❖



