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Churning Rural Management at the fount of White Revolution



Making students catalysts of change



Churning Rural Management at the fount of White Revolution

Scores of faculty members from over a dozen state universities in India absorbed the cream of knowledge base in Rural Management and milked its nuances at a seven-day Faculty Development Program (FDP) on the fascinating subject organized by the Institute of Rural Management Anand (IRMA), Gujarat,



on its premises, in collaboration with the Mahatma Gandhi National Council of Rural Education (MGNCRE).

The FDP, held from 6th May, 2018, attracted eminent faculty from management

departments of various state universities in India, namely Bangalore University, Goa University, Gujarat University, Kurukshetra University - Haryana, Punjab University, Himachal Pradesh University, Kumaun University, Jammu University, Utkal University, Satavahana University - Telangana, CSJM University - Kanpur, Patna University, Manipur University and Guwahati University.

The overriding objectives of the program were to: (a) expose the participants to the relevance and experience of Rural Management education; (b) highlight the importance of transaction methodologies and field work components in RM education; and (c) present the attributes of the different components of a model Rural Management curriculum.

While inaugurating the program, Prof Hitesh Bhatt, Director IRMA, said: "There is a great value in the RM program. While there are many models of RM programs, you need to look at local needs and accordingly customize any model of RM program for your university needs."

Dr WG Prasanna Kumar, Chairman, MGNCRE, in his inaugural remarks, said: "Rural Management curriculum has to be taken up like a movement or a mission across universities. This is a way of taking forward Dr V Kurien's dream" (see box). The chairman of MGNCRE advised the participants to look at rural space from

the standpoint of a producer. He stressed the importance of understanding the transaction methodologies during the sessions.

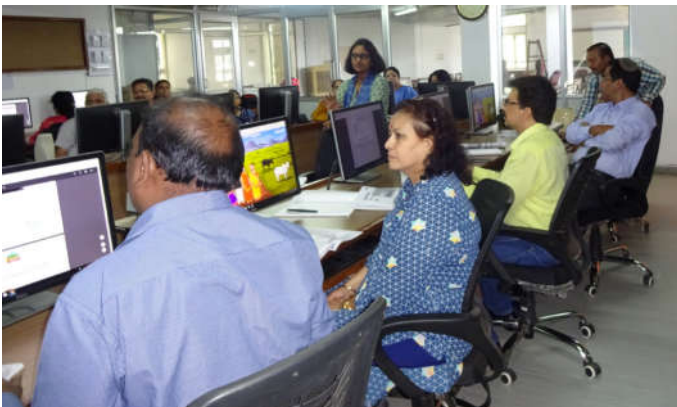
Prof HS Shylendra, Program Coordinator from IRMA, urged the participants to make the best of the specially designed program. He outlined the FDP and stated that it would offer a focussed way of reflecting on Rural Management.

The program methodology was a rewarding mix of classroom sessions shedding light on the finer aspects of Rural Management education and enlightening case studies, instructive group exercises, stimulating films, and eye-opening field trips. Overall, the program exposed the participants to less-known rural realities, while clarifying foggy ideas that some might have harboured for years. The resource team from IRMA, shining with rich teaching, conceptual and field experiences, left no stone unturned to impart training to the participants on varied topics relating to Rural Management.

The classroom sessions were conducted along four broad themes: (1) RM education: Learning about Rural Management and experience of IRMA; (b) Understanding Genesis/Concept of Rural Management; (c) Pedagogy and Research methods in Rural Management; and (d) Capsules of Development



Founder of IRMA, Verghese Kurien, better known as the 'Father of the White Revolution' in India, was a social entrepreneur. His "billion-litre idea", Operation Flood, turned out to be the world's largest agricultural dairy development programme, which has made dairy farming India's largest self-sustaining industry and the largest rural employment provider. Further, it catapulted India from being a milk-deficient nation to becoming the world's largest milk producer, doubling milk available per person and increasing milk output four-fold in 30 years.



and Management courses at IRMA (illustrative), in the subject disciplines of Market Research, Management Information System (MIS), OB/HRM, Project Management, Rural Society and Polity and Strategic Issues in Development Organizations.

As case methodology is a very important component of transacting Rural Management, two sessions were dedicated to case usage and case writing. The participants were involved in 'Naranpur Express' (see box 2) – a simulation game developed in-house by IRMA. It then dawned on the participants how such games can be used as a tool to impart Rural Management curriculum effectively. The participants visited three nodes of Amul's 3-tier pattern: a Village Milk Dairy Cooperative Society, a District Milk Cooperative Union and a State-level Milk Federation; in this case, Gujarat Co-operative Milk Marketing Federation Ltd (GCMMF).

While interacting with the participants,



Sodhi, Managing Director, GCMMF said: "RM students need to know rural realities. They need to be able to appreciate rural India's problems. They need to understand how to run a rural enterprise as a commercial enterprise". The participants also visited the National Dairy Development Board's headquarters at Anand and skimmed the board's persistent efforts to strengthen milk cooperatives at the national level. Another field visit, to Foundation for Ecological Security (FES), an NGO, helped the participants concretize their understanding of Rural Management in practice.

A panel discussion with Sangram Chaudhary, Executive Director, NDDB, and Subrat Singh, Executive, FES, helped the participants to understand the challenges of a Rural Manager from a practitioner's perspective. While



Naranpur Express

Naranpur Express is a simulation game developed on the basis of the fieldwork conducted by the faculty of IRMA in Naranpur village of Sabarkantha District (Gujarat). It simulates economic relationships underlying four major subsystems of the village economy, namely:

- (i) crop production system,
- (ii) livestock production system,
- (iii) household system, and
- (iv) market system.

The game focuses attention on decision-making process of

farmers, especially the small and marginal farmers. It also seeks to simulate, under some simplifying assumptions, how decisions taken by large farmers influence the fortunes of small farmers and landless labourers. The game can also simulate the effects of interventions, such as those implied by rural development and employment schemes, on the rural poor and help to develop better understanding of conditions under which such interventions would produce best results.

discussing the essential qualities required for RM professionals to excel, Sangram Chaudhary hit the nail on the head, saying: "Conflict resolution is very important. They need to understand how to strike a balance between consumer satisfaction and producer satisfaction. They require more mission-oriented approach rather than just a balance sheet-oriented effort." Subrat Singh chipped in: "RM students/professionals should learn to listen first; and, understanding the context is very important".

Perhaps the most productive part of the FDP was the time that the participants, as part of their group exercise, spent working on draft RM curriculum. In an exemplary collaborative effort, they improvised the curriculum contents in the subject areas of Rural Marketing, Rural Finance, Rural Entrepreneurship, Rural Development and Livelihoods, Strategy, Operations Management, Project Management and Rural Research Methods.

The participants also viewed two films viz., Shyam Benegal's *Manthan* and Shri Rakesh Mehra's *Mamuli Ram*, produced with Dr V Kurien's Anand Cooperative

movement and White Revolution forming the story backdrop. The riveting and revealing films by the master story-tellers firmed up and deepened the participants' understanding of rural concerns, challenges and success factors that are to be kept in mind, while initiating/adopting cooperative movements as well as how



in such movements, producers/farmers themselves own up the cooperative/enterprise and contribute to its success on a sustainable basis.

The program concluded with a brief valedictory function, participants feedback and certificates distribution on 12th May 2018.

Making students catalysts of change



Thirty enthusiastic students from nearly as many universities across the country, who willingly did their internship at MGNCRE during May 4-5, 2018, came up with a multiplicity of interesting findings that show ways to herald change in rural India, following their Participatory Rural Appraisal (PRA) visits to five villages in groups of six each.

Microcosm of India

The students epitomized India's wonderful social, educational and cultural diversity in that they represented Babasaheb Bhimrao Ambedkar University; Central University of South Bihar; Indian Institute of Technology, Basar; University of Hyderabad; Hemwati Nandan Bharguna Garhwal University, Srinagar; Sikkim Central University; Punjab University, Chandigarh; Tata Institute of Social Sciences, Hyderabad Off-campus; Pandit Ravishankar Shukla University, Raipur; Rajiv Gandhi University of Knowledge Technologies, Basar; Jawaharlal Nehru Technological University, Hyderabad; Telangana University; Acharya Nagarjuna University, Guntur; University of Burdwan; ICFAI University and Central University of Karnataka.

An eclectic group that mirrored the mosaic of India's leading educational institutions, the students were drawn from diverse schools, departments and disciplines: Mass Communication and Journalism; Communication and Media Studies; Social

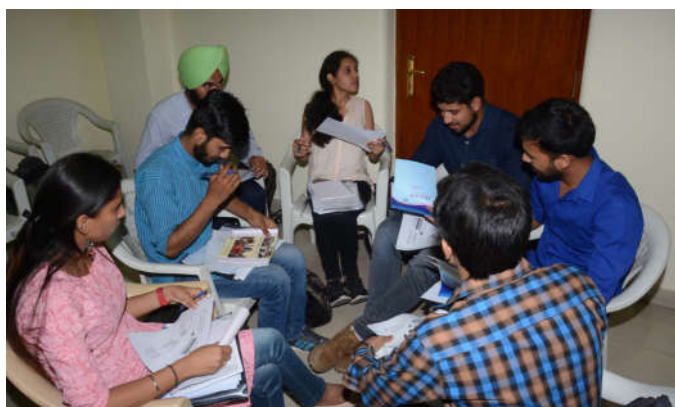
Governance; Environmental Science; Mass Communication; Centre for Energy Studies; Sociology and Social Work; Department of Mass Communication; School of Regional Studies and Research; Communication; College of Integrated Studies; Faculty of Rural Management, and Energy Systems.



The energetic students, all bubbling with ideas and hungry to ferret out just the kind of information that can help transform rural lives, visited Muktapur, Bheemampally, Jalalpur, Bhoodhan Pochampally and Revanapally.

The objective of the village visit was immersive learning for the interns who did their part exceedingly well to understand the village demography, way of living, local livelihood options, infrastructure and resource availability, success stories, best practices as well as challenges and problems faced by people.

The outcomes of the village visits were encouraging, with all groups completing transect walk. The systematic walk along a defined path across the village together with the local people enabled the urban students to explore the water and sanitation conditions in rural areas by closely observing, keenly asking, eagerly listening, and carefully looking at the ground realities in order to place them on record for eventual action. The students could successfully prepare a social map, resource map, seasonal calendar and a timeline. Besides, they had fruitful interactions with the sarpanch, panchayat officials as well as organisations like schools, PHCs and SHGs etc., apart from the villagers, to understand best practices and challenges. The observations and learning of the 2018 summer interns were submitted in the form of a report to the chairman of MGNCRE, adding to the prestigious institution's fast-growing knowledge base.



Work; Computer Science and Engineering; Political Science; Communication; Environmental Sciences; Zoology, School of Medical Sciences; Economics; Rural Development and Governance; Regional Studies; Rural Development and



My study explores the multiple dimensions of addressing poverty through improving women economically and initiating women entrepreneurship in Lengutapadu Village, Nellore District. - Prithvi Raj Inukonda, Telangana

A new beginning

The interns, equipped with new-found knowledge gleaned in areas where they could see Nature at close quarters, significantly different from issues relating to concrete jungles of their urban locations, have now gone back to their respective home states super-charged. In due course, they all will conduct a PRA in a village of their choice and submit a report to MGNCRE.



Key observations and learning

MUKTAPUR

PROFILE:

- 1 health care sub-centre
- 1 school
- 25 weaving centres
- 25 shops
- 2 bike centres
- 2 ponds
- 2 Anganwadis
- 2 rice mills
- 1 market yard
- 1 old age home
- A few SHGs



The most interesting part for me during this rural visit is that the villagers have adopted all modern developments and yet maintained their authentic tradition and culture.- M Sai Sree Chandana, Telangana

Where children speak good English and 70% people are educated

The students found that paddy is the main crop grown in the village. For works taken up under the Mahatma Gandhi National Rural Employment Guarantee Act, which commenced in 2006, the village has 248 members, with the wages per day being Rs 300. Most of the works taken up under MNREGA are related to land development and water resource. Only about 40% of the drainage is underground.

Roughly 70% of the villagers are educated. Surprisingly, children speak good English, reflecting the high quality of education in the lone school. Most of the children are enrolled in the school, suggesting the success of efforts to prevent dropouts.

The self-help groups (SHGs) are functional, with each Sangha or SHG representing 10 women. Women empowerment is visible, going by the mutually supportive systems at work. The market yard employs about 200 people daily. People in about 3-4 houses are involved in weaving sarees. Watching circus is a preferred pastime in the village and the Big Top is also the common place where villagers meet every evening. Noticeably, the entire village is very clean.

BHEEMAMPALLY

PROFILE:

- 1153 voters
- 28 wards
- 1 school
- 250-300 houses
- 23 SHGs



While on field trip to villages, one should be careful to see that one doesn't make the opposite person feel inferior; and, without any discrimination, should express our message.

-Shaik Ali Sajjath, Andhra Pradesh

Where there is no health center and no seasonal illnesses either

A significant finding of Group 2 is that there is no health centre apparently because the population is less than 3,000 voters. Medicines are procured from village-level female health workers or ANMs who visit the village once a month.

Interestingly, there are no seasonal illnesses, while mild sicknesses prevail due to environmental conditions. The main occupation is agriculture, with paddy being the main crop. There are 170 boys and 90 girls aged below 15 years.

People have diversified livelihood options. Representatives of the Local Govt are not engaged with the villagers, but visit



The village we visited had an SC & ST colony and a separate temple for them. But, on other hand, the village has an orphanage and an old age home keeping people with no caste barrier. -Tanushree Mukherjee, Uttar Pradesh

the sites. After the Musi water reached the village, the extent of farmland increased from 100 acres to 1,000 acres. Yet, no second crop is grown due to shortage of water, largely attributed to canal-widening works.

The lone school, established in 1975, is equipped for Classes up to Grade VIII and currently has 80 students and a good computer lab. There is no senior secondary school; hence, students go to Bhoodan Pochampally, which is 3 km away.

About 30-40 families migrate every year due to unemployment and lack of interest in agriculture. Old persons get a pension of Rs 1,000 per month. All villages have toilets. An MLA has set up an RO (reverse osmosis) plant, from which everyone can take 20 litres of water a day daily.



JALALPUR

Profile:

1 Sub Health Centre	1 Anganwadi
1 Primary School	1 SRTI.
1 KGBV	1 ICDS Centre



In Khaja village near our town, although education is provided, the motivation is very less as the children are sent to work and there are doing child marriages. So, I would like to bring change in their lives.
- Ravi Verma, Andhra Pradesh

Where people are foxed by monkey menace

Group 3, which visited Jalalpur village, found that the ICDS Centre (Anganwadi) has 22 girls and 10 boys enrolled. The ICDS centre caters to their nutrition and health needs. It is functioning well. Basically, BMI Index is taken into account. People are not able to grow anything due to monkey menace. The village has a hand pump.

Several welfare schemes are being implemented in the village such as Kalyan Lakshmi Yojna (Rs 1 lakh given to newly married girls), Arogya Lakshmi, Old age pension, Wonder Woman and Weaver Pensions.

Farmers invest about Rs 4,000 twice a year. There is no drainage system and solid waste is incinerated.

Multipurpose Health Assistants include 2 sisters and 5 ASHA workers at the Sub Health Centre, which is organised very well. A proper weekly schedule is prepared e.g. Vaccinations every Wednesday; School visit every Thursday; Dry Day program every Friday; Visit nearby village every Saturday and the like. Villagers



Despite the language barrier, the villagers made me feel that all villages across India share the common trait of humility, love, kindness and cooperation and they are firm in their beliefs.
- Prajiwalita Patir, Sikkim



While on field trips, we should not give false promises to villagers there and should be respectful of their culture.

- Ajay Singh Negi, Jammu & Kashmir

generally do not suffer from malaria or typhoid in this village. There is no ODF problem.

The main occupation of people is agriculture. There are many handloom weavers who procure raw material from Bangalore. There is a huge price difference between the end-user retail price and the sale price at the weaver end, suggesting that the setting up a cooperative will help the weaver community. Traditional occupation of toddy gathering is also seen. They get a pension of Rs 1000/- per month. There is a wood mill. Water purifiers are available (water is sold at Rs 5 to Rs 7 per 25 litres). Some 40-50 families form the Muslim Community. BCs/OCs reside on either side of the Main Road and SC/ST in the interior of the village



By this internship, I can know the reasons for girl student dropouts from schools in the villages of south Bihar.

- Sourabh Tiwari, Bihar

As for best practices, in 2017 the village became ODF. Houses have been built through Indira Awas Yojana. The Anganwadi has been identified as the best in the State.

All said and done, there are some challenges. Monkey menace is one of them as the simians destroy crops. Planting trees as a barrier was used as a solution, but how effective has it been is a question that leaves much to be desired.

Drinking water contamination with fluorine and salts has resulted in cases of people having numbness in their limbs. Rain Water Harvesting structures should be initiated and encouraged. This water should be purified and used. There is migration of youth to Hyderabad and other towns in search of jobs.





On our visit to villages, we should try to win the hearts of people there and give them the opportunity to take decisions. We need to have proper respect for their customs and be flexible and inquire from them openly.
-Ayush Sudan, , Uttarakhand

BHOODAN POCHAMPALLY

Profile:

- 1 Primary Health Centre
- 1 Primary School
- 482 SHG groups
- 1 rice yard
- Agri Paddy Society

Where tradition and modernity form warp and weft of weavers

Students in Group 4 had interaction with a master weaver, Sekhar, who receives designs on WhatsApp (market need), reflecting how technological aids are beginning to be used in villages. The master weaver uses a graph sheet to design them. His wife transfers the designs to the threads and designs the saree, dyes



the threads as per design, and then weaves the saree. Other weavers also take designs from Sekhar. He sells his sarees even to NRI customers who access images on WhatsApp. There was one weaver who had built his weaving machine himself. However, he has since has developed a lot of backache and has vision problems due to constant pedaling, affecting his productivity. He earns Rs 7000/- per Ikat saree (silk). The houses of weavers are of different patterns with ventilators and a chamber for rainwater



A special train called Cancer Train runs from Bathinda to Bikaner since every family has one cancer patient in the Malwa region of Punjab. This is one of the proofs of ill-effect of the Green Revolution. Although Punjab's soil is not suited for rice, it is grown there as it has MSP. So, I would like to work on this Agrarian crisis.
-Harminder Singh, Chandigarh

harvesting. The roof is not strong in some houses; so, they have to stop weaving whenever it rains. Some weavers own laptops, marrying tradition and modernity.

There is a museum which has memorabilia relating to Bhoodan movement of Acharya Vinoba Bhave, asking for voluntary Bhoodan. There was one landlord who had gave away his land to the poor and since then this village is known as Bhoodan



Water in Jalalpur village is so polluted that it immediately affects the nervous system of the limbs; so, they are forced to use water purifiers. Apart from that, they face monkey menace that attacks their fields. So, it moves me to work for such villages.
-Praveen Kumar Soni, Chhattisgarh

Pochampally.

Musi water provides water to agricultural fields. The Musi water is clean here, unlike in Hyderabad.

Paddy is the main crop. Farmers get enough support from the government and the Gram Sabha.

There is an Agri Paddy Society and many SHGs for women. The farmers' wives are part of the Mahila Sangha. There are 482 SHG groups, each with 10 women. The women say their Sangha is at the First level; Village Samakhya is the 2nd Level; Mandal Samakhya is the Third Level and Zilla Samakhya is the Fourth Level. Vasundhara Sangham consists of women in the age group of 18-50 years, all of whom are married. Each woman can be a part of one SHG only as now Aadhaar is linked to the SHG. SHG Women meet on the 15h of every month. Some SHGs are almost 15 years old and functional. The SHGs are now at a stage of providing employment.

The Primary Health Centre is well-furnished and stocked with enough medicines. A National Health Development (NHD) Campaign is conducted every Thursday. During the drive sanitary pads are supplied to girls aged 10-19 years.

The Rural Bal Swasthya Karyakram (RBSK) is also implemented.



Key observations and learning

This is a Health and Nutrition Programme in Schools. The rural residents connect with the PHC through ASHA workers. They share complete information about their village's health status. There is a WhatsApp group with numbers of PHC employees who can be contacted in case of any health emergency.

Most of the residents are keen about education and many children are studying in Hyderabad in residential schools/colleges. Senior citizens feel that they have missed the opportunity of educating themselves; and, hence, do not want their children to lose out on



opportunities in life due to lack of education. Mallamma's festival is widely celebrated and a Bonalu-like procession is taken out.

REVANAPALLY

Profile

- 1 Primary school
- 2 lakes, including Pochampally
- No health center
- No medical shops
- Two old age homes

Where 'WE' is the binding factor

Students in Group 5 found that handloom industry is thriving in Revanapally, although agriculture is the main economic activity. Fisheries are another means of livelihood in Revanapally, though fishermen get very little amount for their catch. This is so because only 40% of the revenue comes to them, with 60% going to the owners of the fishing equipment. In the rainy season there is a glut.



I had an exceptional experience. The village people are highly educated, hardworking and laborious. They are highly aspirational as well as down-to-earth. They use the recent media to communicate and expand their market.
- Mousumi Mukherjee, West Bengal

There is a rice yard which is owned by a Mahila Samiti (not SHG). The Mahila Samiti took a loan seven years back, purchased land, gave contracts to mills, and the mills give paddy. The Mahila Samiti provides loans to farmers for agriculture only. Everything is mechanized, with farmers hiring machines at prices that are linked to the efficiency of the individual machines. Loans are given to machine providers to buy equipment.

Most of the villagers work from 4 am to noon, rest from noon to 4 pm, and then resume work at 4 pm which continues till 8 pm. As for wages, males get Rs 400/- per day and women Rs 250/- per day. There are two lakes in the village – Pochampally is one of them.

The village no health care centre, no medical shops and no medical facilities. Once in two weeks the ANMs come and conduct awareness programmes. One of the ANMs has done B Sc in Nursing and works at Pochampally. Malaria and dengue are prevalent due to open drainage system. There are two old age homes that run by Helpage India. Youth from the village run these homes. Old people still need pension.

The village has just 1 Primary School, where midday meal is provided. For high school education and beyond, students go to



Hyderabad. No wonder, 70% of its students are in Hyderabad. Women empowerment is done mainly through agriculture. Towards this end, women from other villages come to Revanapally. The sarpanch here is a woman who is particular about maintaining hygiene and conducts awareness programs for girls aged 15-20 years about the advantages of using sanitary napkins.

The handloom weavers purchase water from Pochampally market. It takes about 3-4 days to weave one saree. The average output is about 7-8 sarees in a month. The middlemen take away most of the profits and producers don't benefit. Weavers also don't get pension.

The silver lining in the dark cloud is the pervasive feeling of "WE" that binds the villagers despite many problems. All these point to the dire need for government representatives and villagers to work together.



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