THEN & NOW

The State Institute of Rural development (SIRD) Assam was notified by the Government of Assam in March 1981 and was brought under the Centrally Sponsored Scheme in September 1987. The Institute was registered in April 1998 under the Societies Registration Act 1860 and thereafter the State Government conferred upon the Institute administrative and financial autonomy. In the beginning the Institute was being run by officers and staff of the Directorate of Panchayat and Rural Development Department and it functioned from its premises at Barsajai Village, Beltola which was located away from the city of Guwahati. The Institute also did not have any Faculty to implement the different training programs and because of this, a proper training action plan could not be followed. The lack of officers, faculty and staff was made away with from April 1998 when a Director and Faculty Members were posted and the Institute started to function in a full-fledged manner. Also there was a change of address and the Institute shifted to a permanent campus at Khanapara, G.S. Road, Guwahati. Since May 1998 the Institute has not looked back and now is the Apex Centre in the broad field of Training and Research in Rural Development in the State. The Institute has also grown in size and now can boast of 20 (twenty) Extension Training cum Growth Centers under it to cater to the training needs in a decentralized manner.
FUNCTIONS AND OBJECTIVES

• To organize training courses on various operational details, implementation procedures, appropriate technologies, cost effective techniques, convergence of services, habitation development, etc., for officials and non-officials involved in implementation of rural development programmes, elected representatives of Panchayati Raj Institutions and representatives of Non-Governmental Organizations and Community Based Organizations.

• Capacity building through skill oriented training programmes on Management Development, Technology Support, Skill Up-gradation,
etc., for self-employment in rural areas by taking up economically viable activities.

- To conduct seminars and workshops on Education, Health, Sanitation, Drinking Water, Social Justice, Equity, Social Problems., etc., for officials, non-officials and representatives of Line Departments, Organizations, NGOs and CBOs so as to make people aware about the issues and problems.

- To organize awareness campaigns at field level about Socio-Economic Status and Welfare Programmes launched by the Government for development of the rural areas.

- To undertake research works to try out new initiatives as well as to create demonstration effect.

- To implement pilot projects for development of Micro Enterprises and to create avenues for income generation.
CENTRE OF EXCELLENCE IN EMPLOYMENT GENERATION

Over the last ten years the Institute has been making experiments to diversify its training programs so as to encompass different courses for building capacity of the rural people to improve their socio-economic condition. There has also been felt a need for a change in the approach towards self-employment generation, particularly for the youth, by taking up activities in the primary sector by utilizing the locally available resources.

In the above background, SIRD Assam adopted an approach in the year 2000 for building the technical and managerial capacity of the rural people by organizing them into groups through a social mobilization process. The objective was to develop clusters of villages wherein Self Help Groups (SHGs) will take up income generating activities in a successful manner for income generation, demonstration and attracting others towards the activities. Another objective was to facilitate the operationalization of the concept ordained under the Swarnjayanti Gram Swarojgar Yojana (SGSY). The SGSY which was introduced in the year 1999 after merging the IRDP and some other rural development programmes also gives emphasis on
State Institute of Rural Development, Assam

mobilizing rural people for income generation. The SIRD Assam mobilized around 70,000 rural families into 6,790 groups for taking up income generating activities through sensitization programmes, training, action research and field level guidance. The Institute successfully implemented 7 (seven) Special Projects under SGSY through development of around 250 activity clusters. Banks have provided more than Rs.60.00 crores worth of loans to around 8,000 groups developed by the Institute in these clusters. Important personalities, academicians, officials, bankers, entrepreneurs from different states visit these clusters as these have become centres of demonstrations on how selected income generating activities can be successfully managed. Linkages with specialized Institutes have also helped in facilitating transfer of improved technology to these clusters. Creation of infrastructure for providing support services including quality inputs has also made the activities in the clusters sustainable. Proactive role on the part of the banks to provide credit support to the groups developed by the Institute continued and in the year 2005, State Bank of India (SBI), Punjab National Bank (PNB) and United Bank of India (UBI) embarked upon an initiative with SIRD Assam to provide direct finance to unemployed educated youth in Joint Liability Groups developed by the Institute for setting up micro enterprises. Ministries other than the Rural Development, North Eastern Council (NEC) and several other organizations have come forward to work in association with SIRD Assam for development of activity specific clusters in the rural areas.

Because of this change in approach the Institute has been recognized as a Centre of Excellence in Employment Generation during the XIXth Colloquium organized by the Ministry of Rural Development, Government of India at Mysore on 21 February 2005 and this has been formally communicated by the Director General, National Institute of Rural Development (NIRD), Hyderabad.
SIGNIFICANT ACHIEVEMENTS

The Project on Backyard rearing of high yielding variety of Cherra Chambelli Duck and Giriraja fowl, implemented by the SIRD, Assam have become very popular in the villages. More than 35,000 women have already taken up backyard poultry farming since inception of the Project.

The then President of India, Dr. A. P. J. Abdul Kalam had a direct interaction with women members of SHGs whose quality of life has transformed through rearing of Chara Chemballi duck during his visit on 17th October’ 2006. After his visit to the village the President referred to the effort for economic empowerment of rural women through duck rearing in national conferences. An abstract is given below:

Address of the then President of India, Dr. A.P.J. Abdul Kalam at the Summit of the Powerless, New Delhi, 20 November 2006:

“In Gumoria village in Assam, the self help groups are developing duck rearing practices based on inputs from agricultural specialists from Kerala with the initiative of the Assam Government. Pride was writ large on the women as they explained their accomplishments”.

Address of the then President of India, Dr. A.P.J. Abdul Kalam, at the dedication of the Laboratory for The Conservation of Endangered Species (LACONES), Hyderabad, 01-02-2007:

My Experience in Gumoria Village:

“When I think of Genetic research, I am reminded of my visit to Gumoria village in Assam where the self help groups members are developing duck rearing practices based on inputs from agricultural specialists from Kerala and with the
State Institute of Rural Development, Assam

initiative of the Assam Government. This has resulted in improving the economic conditions of the whole village by improving the duck productivity substantially.”

Mrs. Prathiva Debisingh Patil, Her Excellency, the President of India, during her visit to Assam, visited the SIRD Assam Exhibition Stall and interacted with members of SHGs producing diversified handloom products under special projects of SIRD, Assam. The President appreciated the efforts made by the government to encourage entrepreneurship among women. During the visit there was also present the then Governor of Assam, Lt Shiv Charan Mathur, Shri Tarun Gogoi, Hon’ble Chief Minister Assam, Dr. Raghuvansh Prasad Singh, the then Union Minister, Rural Development, Shri Chandan Brahma, Minister Panchayat & Rural Development Assam, Chief Secretary Assam and other dignitaries and officials of the Central and State Governments.

Dr. Subas Pani, IAS, the then Secretary to the Government of India visited the campus of the IDEA on 10-10-2007. Appreciating the work done especially under SGSY programme, Dr. Pani suggested that the Assam model of training needs to be encouraged for its replicability and the IDEA campus of the SIRD could be developed as a Centre of Excellence for IT and skill development.
The Indian Poultry Science Association (Kerala Chapter) on the occasion of Fourth World Waterfowl Conference 2009 at Thrissur, honoured the State Institute of Rural Development, Assam, in recognition of the services of the Institute for Women Empowerment through Duck Farming in the villages of Assam.
The Institute has, over the last decade, realized that Human Resource Development through capacity building can lead to self-employment in the rural areas and improve, in the process, the living conditions of the underprivileged sections of the society. Constant efforts to build the capacity of the rural people, their knowledge base, their technical as well as managerial skill, through proper training and orientation has shown results in the field and the Institute has now become the backbone of training support for implementing rural development programmes in the State. From Strengthening of Panchayati Raj Institutions to Management of Projects under SGSY, from Maintenance of Accounts to Social Mobilization through SHGs, the SIRD Assam covers an entire gamut of subjects to meet the training needs of a diverse clientele group. The coverage of a large number of participants has been made possible by not only adopting a decentralized approach by imparting training through the Extension Centres and Growth Centres but by also organizing collaborative courses with specialized Institutes within and outside the State. Equipped with the proper infrastructure needed for training, and a group of experienced Faculty Members and Trainers, the Institute now covers a wide array of topics, among which are:

1) Rural Development & Rural Sociology
2) Panchayati Raj
3) Micro Planning & Decentralized Planning  
4) Women & Child Development  
5) Marketing Management  
6) Information & Communication  
7) Information Technology  
8) Modern Agricultural Practices  
9) Financial Management & Accounts  
10) Horticulture & Social Forestry  
11) Scientific Management of Dairy, Poultry & Pig Rearing  
12) Production & Processing Technology of Mushroom  
13) Rural Housing, Designing & Structural Engineering  
14) Rural Credit  
15) Handicraft Development  
16) Sericulture  
17) Handloom Technology  
18) Social Mobilization & Cooperation  
19) Pisciculture  
20) Agro- Processing

Instead of looking for employment opportunities in the cities and towns, the rural people after being trained up in application of appropriate technology and skill upgradation, are now earning their livelihood by managing the traditional economic activities in a scientific way. The training courses offered by the Institute have thus been made more demand driven and need based over the years.
State Institute of Rural Development, Assam


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NO. OF PARTICIPANTS

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Following clientele groups have been covered during the training programmes:

- Elected representatives of Panchayati Raj Institutions.
- Officials of Panchayati Raj Institutions.
- Officials of Rural Development & Line Departments.
- Chairpersons of VCDCs.
- Representatives of NGOs, CBOs.
- Entrepreneurs, Youth, women, farmers.
- Special training outside the state in specialized institutes.
MICRO ENTERPRISE DEVELOPMENT

Around 60000 families in the State have discovered the power of micro enterprise after being assisted by the SIRD Assam through institutional credit. From improved agricultural practices with mechanization to poultry farming for egg and meat production to dairy farming to production of diversified handloom items to scientific rearing of pigs to mushroom production; the list is endless. Adopting a cluster based approach for implementing the Special SGSY Projects, the SIRD Assam has developed these SHGs to become centres of attraction for rural people of the State. Like many drops of water make up the ocean, these SHGs too have created demonstration effect for replication in the rural areas of the State.

The Institute has identified the following activities for providing avenues on self-employment:

1) Farm Mechanization for improved agricultural practices
2) Area based Horticulture and Floriculture
3) Mushroom Cultivation
4) Management of Poultry
5) Management of Pig  
6) Management of Milch Cattle  
7) Fish Farming  
8) Food Processing  
9) Diversification of Handloom products  
10) Cottage Industries- Honey Production, Brass Metal products, Wood/Cane/Bamboo Handicrafts  
11) Marketing Management  
12) Computer Applications

The Institute has also created essential infrastructure like Mushroom Laboratories, Pig Breeding Centres, Poultry Hatcheries, Brooding Centres, Parent Stock Rearing Farms, etc., so as to ensure timely availability of quality inputs to the SHGs at reasonable prices. Demonstration units have also been set up at different places to motivate the rural people to take up such activities in a scientific way to make micro-enterprise sustainable in the rural areas.
Realizing the importance of support services for micro enterprises development and providing them at a common place accessible to the rural people, SIRD Assam has operationalized this concept by setting up what are called as Growth Centres at different places in the State. With facilities for theoretical and practical training and available infrastructure and demonstration units, these Growth Centres aim to attract the youth, women and farmers for taking up income generating activities in the most scientific manner possible. The integrated approach is expected to create a good impact among the rural folk.

Over and above these Growth Centres, the Institute’s main backbone of support is the Extension Centres which cover nearly the length and breadth of the State. These Extension Centres cater to the training needs and provide technology support services to farmers, youth and women besides catering from time to time to other government functionaries and representatives of Panchayati Raj Institutions in a decentralized way.
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The Extension Centres and the Growth Centres have a large clientele base which is ever increasing and the Institute has been utilizing the services of a group of Experts, Academicians, Scientists and Economists of good standing, with a view to acquaint and familiarize the rural people with modern technology.

The Extension Centres have good infrastructure facilities like Class Rooms, Training Halls, Computer Labs, Hostel Facilities, Training Aids and Equipments, Demonstration Units, etc., thus providing the rural people all the support under one roof.
The Ministry of Panchayati Raj has provided fund to set up a Resource Centre in IT & Skill Development. The project cost was Rs. 6.00 cros. The Resource Centre has been inaugurated in the second campus of SIRD situated at Kahikuchi has been inaugurated in the month of February 2011. The Centre will help SIRD to organize intensive courses in the broad field of Panchayati Raj, decentralized planning, IT, courses on various management, courses on skill development for livelihoods etc. The State Satellite Hub is also situated in the same campus adding value to the Resource Centre in IT & Skill Development. The center can be developed into a specialized center for Panchayati Raj and decentralized planning.

Resorce Centres set up under BRGF:
20 Resource Centres under BRGF have been set up by the institute in different parts of the State. In these Resource Centres the institute has provided facilities like small library, internet facilities, XEROX facility. 15 Satellite Interactive Terminals are mostly situated in these Resource Centres. Steps have been taken to open another 40(fourty) Resource Centres at Block level in association with NGOs, CBOs, Development Blocks.
**SATCOM:** The State Level Satellite Studio is complete at SIRD’s Kahikuchi campus for satellite based training programmes. The North Eastern Space Application Centre under ISRO, Shillong / ISRO, Ahmedabad has been providing technical guidance and support. 15 Receiving Stations have been set up in Extension Centres and selected Block HQs for satellite based training programmes.
A new initiative of providing bank loans for development of micro enterprises called ‘Jeevan Jyoti’ came into being in January 2005 when State Bank of India (SBI) became the first nationalized bank to sign a MOU with SIRD Assam. Under the Project bank loans are to be provided to small groups of educated unemployed youth developed by SIRD Assam. Punjab National Bank (PNB) and United Bank of India (UBI) followed suit. The broad objective of the Project is to provide institutional credit to groups of 4 to 5 members called ‘Swabalambi Groups’ take up income generating activities. The Project has since been taken over by the State Government and is rechristened as ‘Chief Minister’s Jeevan Jyoti Swaniyoyan Yojana’.

The Project is now being implemented by SIRD Assam under the Planning and Development Department, Government of Assam with the State Government providing margin money up to 25% of the unit cost to the Swabalambi Groups.
Handloom Technology

Tapping into the huge potential of traditional weaving prevalent in the State, SIRD Assam has been working towards the betterment of the lives of thousand of weavers. Including Special SGSY project from North Eastern Council for economic upliftment of rural weavers, upto 31st March 2010 around 10,483 groups were developed and assisted with bank loan of Rs. 3413.81 lakh and Government subsidy of Rs 3413.00 lakh. With the basic objective of economic development of the rural weavers, the Projects also aim towards value addition of diversified products, skill up-gradation, convergence of support services, production of quality yarn and establishing a wider market for the products. The participative approach as well as decision making among the weavers is expected to bring in an environment where the weavers will feel more empowered and better prepared to venture into a challenging global market and at the same time chalk out a sustainable path for growth. Truly a dream comes true for the rural women.
COLLABORATIVE EFFORTS

SIRD Assam has established linkages with specialized institutes within and outside the State for technical guidance and academic support. Faculty Members, entrepreneurs, members of SHGs and farmers are sent to these institutes for training as well as exposure to new methods. This has borne fruits now in the way of quality inputs provided by these institutes for income generating activities taken up by the SHGs. Some of these institutes are as below:

- Kerala Agricultural University, Thrissur
- University of Agricultural Science, Bangalore
- Central Poultry Development Organization, Hessaraghatta, Karnataka
- Central Silk Board, Bangalore
- National Dairy Research Institute, Karnal
- Central Inland Fisheries Research Institute, Guwahati
- North Eastern Farm Machinery Training & Testing Institute, Biswanath Chariali
- Indian Institute of Bank Management, Guwahati
State Institute of Rural Development, Assam

- Indian Institute of Entrepreneurs, Guwahati
- Gauhati University, Guwahati
- Assam Agricultural University, Jorhat
- Cane & Bamboo Technology Centre, Guwahati
- Central Institute of Post Harvest Engineering Technology, Ludhiana
- Indian Agriculture Research Institute, New Delhi
- National Institute of Technical Teachers’ Training and Research, Chandigarh
- Food and Nutrition Board, GOI, Guwahati
- Weavers Service Centre, GOI, Guwahati
- National Institute of Fashion Technology, Kolkata
- Fulia Tangail Saree Bayan Silpa Samabay Samity Ltd., Nadia, West Bengal
- National Institute of Design Development, Ahmedabad, Gujarat
- Institute of Rural Management Anand, Gujarat
- Central Food Technology Research Institute, Mysore, Karnataka
- Indian Society for Agribusiness Professionals, New Delhi
- BOSCH Ltd, Bangalore
- Kerala Institute of Local Administration, Thrissur
- North Eastern Space Applications Centre, Umiam
CORPORATE COLLABORATION

The efforts of SIRD Assam for social mobilization and capacity building for income generation has attracted one of the largest public sector undertakings of the country, Oil India Limited (OIL) to jointly work towards the welfare of the disadvantaged and marginalized sections of the society in the rural areas. After signing an MOU in 2003, SIRD Assam and OIL has been concentrating their efforts in the two districts of Dibrugarh and Tinsukia in Upper Assam. The awareness and training programmes, capacity building and field level guidance have resulted in instilling among the rural youth a spirit of self help and enabling an environment for development in the rural areas of both the districts.

The joint project between the OIL and SIRD Assam has been christened as ‘Project Rupantar’. Under the Project, groups are being developed for taking up income generating activities in the OIL operational areas of Upper Assam Districts. SIRD Assam is providing the necessary training and technical support to the developed groups with the OIL providing support in the form of revolving fund/margin money, etc. The joint effort has not only helped enhance the income levels but also built a good rapport between the authorities and the people.
INFORMATION, EDUCATION, COMMUNICATION

The efforts of the SIRD Assam in generating awareness among the rural people through camps, workshops, seminars, studies and so on was duly given recognition by the Government of India and the Institute was declared as a Resource Centre for Information, Education and Communication (IEC) for the North Eastern Region.

From organizing off- campus IEC camps to holding sensitization camps, from documenting success stories and best practices in rural development to preparing short films and documentaries, the Institute is a virtual storehouse of information and case studies for research scholars and laymen alike to know what is rural development all about.
SKILL DEVELOPMENT & IT

The Resource Centre for Skill Development & IT of SIRD Assam located at its Kahikuchi, Guwahati campus aims at transferring the benefits of Technology Development directly to the communities at the grass root level to uplift the life and livelihood of rural areas. The Centre will address various primary need based requirements of the rural communities relating to agriculture, handloom and handicrafts, farm mechanization, etc., and livelihoods opportunities. One of the main aims of the Centre is to use developments in the field of IT to empower the educated unemployed youth and the rural communities by enabling greater capacity building and awareness. The Centre will aim at increased productivity and sustainability of natural resources, human development and economic sustainability. Major objectives of the Centre are:

- To develop itself as a State of the Art Model Institute to cater to the employment needs of the people of the rural areas with special emphasis on women and educated unemployed youths.

- Capacity building of the community to ensure greater awareness with
respect to the areas of rural development and Panchayati Raj. The trainings imparted will aim towards improving the standard of living of the rural people and overall development.

- Providing enhanced livelihood opportunities with wider dissemination of information for greater economic growth. This will create greater opportunities among the rural masses both at the entrepreneurial level creating greater employment opportunities and opportunity for self employment

- Transfer the benefits of ICT to the rural masses through IT based training programs for rural development.

- Demonstrate the advantages of Improved Technology in Rural Development so as to encourage the different clientele groups to assimilate the same for self-employment in agriculture and allied sectors.

- Overall empowerment of the rural community by catering to Rural Human development.

- To ensure and provide linkages with various development initiatives and specialized institutes/organizations for improved training and capacity building on skill development, management development, technology application, etc.
CREDIT PERFORMANCE UNDER SPECIAL PROJECTS IMPLEMENTED BY SIRD, ASSAM
(As on 31-03-2011)

No. Of SHGs/JLGs assisted

No. of Families Assisted

Amount of Credit (Rs. in lakh)

SGSY : Swarnjayanti Gram Swarozgar Yojana (Special Projects)
CMJJSY : Chief Minister’s Jeevan Jyoti Swanojan Yojana
EEW: Cluster development initiative for economic empowerment of women.
CMSEP: Chief Minister’s Special Employment Programme
COMMENTS/ NOTE OF APPRECIATION

1. “I must compliment SIRD, Assam on the very good work that is being carried out by the institute, which I am sure will achieve even greater heights in the years to come”

   Dr. J.S. Sarma, Joint Secretary, Ministry of R.D. Government of India, 14th July’2001.

2. “It is heartening to note that the State Institute of Rural Development, Assam is playing an active role in the state towards organizing the SHGs and capacity building for income generating activities”.


3. “I must congratulate the Director, SIRD and his colleagues for setting up a very fine institute which could definitely serve as the role model for rural development activities in the state”.

4. “The State Institute of Rural Development (SIRD) has been doing very commendable work. Today, it has attained the status of a model institute in the country”.

Hon’ble Chief Minister, Assam, March’ 2004 (Budget Speech of 2004 – 2005)

5. “The SIRD, Assam has pioneered successful SHGs movement in Assam and has received recognition in all India level”.

State Bank of India, 9th June’ 2005.

6. “In the XIXth Colloquium organized by the Ministry of Rural Development, Govt. of India at Mysore on 21st February, 2005; SIRD, Assam has been recognized as the Centre of Excellence in Employment Generation and this has been formally communicated by the Director General, NIRD, Hyderabad”.

Director General, NIRD, Hyderabad, 1st June’ 2005
7. Concurrent Evaluation of Special SGSY Projects implemented by SIRD, Assam –

**Findings & Recommendations:**

…… By looking at the condition of their present houses and life styles one cannot believe that they belong to the BPL families two years ago. Their standard of living has very much improved. (Farm Mechanisation).

…… All the beneficiaries in the groups are happy as their incomes have increased and the standard of living of most of the members has also shown an upward trend. The women members of the BPL families have become independent and are able to contribute to the welfare of the family (Handloom – Diversification of Products)

…… Development of income generating activities in clusters has created a positive demonstration effect among the non-beneficiaries. The efforts of the Government have changed the socio-economic scenario of the villages in Assam. The advantages derived by the group members are clearly visible through the cluster approach and the demonstration effect. (Training Technology and Marketing Development.)

RITES, A Government of India Enterprise
June’ 2006
8. “Dr. A.P.J. Abdul Kalam, His Excellency, the President of India had a direct interaction with the members of SHGs in Gumoria village wherein 500 families have been rearing Charra Chambelli duck for income generation”. Addressing the women members of SHGs in the function, His Excellency mentioned that “The Gumoria village is a source of inspiration and example for the rest of the country”.

His Excellency, the President of India, 17th October’2006.

9. “In Gumoria village in Assam, the self help groups are developing duck rearing practices based on inputs from agricultural specialists from Kerala with the initiative of the Assam Government. Pride was writ large on the women as they explained their accomplishments”.

Dr. A.P.J. Abdul Kalam His Excellency the President of India at the Summit of the Powerless, New Delhi, 20th November, 2006 after Gumoria visit.

10. “The good recovery under State Specific Schemes like Chief Minister’s Jeevan Jyoti Swaniyojan Yojana & the Special SGSY being implemented through State Institute of Rural Development, Assam has encouraged banks to lend more under such schemes”.

State level Bankers’ Committee on Special Meeting held on 2nd April, 2007.
11. “Dr. Subas Pani, IAS, Secretary to the Government of India, Ministry of R.D, visited the Kahikuchi campus of SIRD on 10-10-2007. Appreciating the work done by SIRD, Assam especially under SGSY programme, Dr. Pani suggested that the Assam model of training needs to be encouraged for its replicability. The Kahikuchi campus of the SIRD could be developed as a Centre of Excellence for IT and skill development”.

Dr. Subas Pani’s comment and suggestion on the SIRD’s approach of training, 26th October’2007.

12. “The SIRD, Assam is very actively involved in mobilizing groups of rural men & women in economic activities under the programmes of SHGs and JLGs. This is a stupendous achievement as it gives an economic orientation to the activities of the SIRD which is a rear feat”.

Dr. Sudhir Krishna, Addl. Secretary, Ministry of Panchayati Raj, Govt. of India, 5th October, 2008.

13. Her Excellency, the President of India, Smt. Pratibha Devisingh Patil visited the exhibition stalls on Handloom on 20 October’ 2008 in Guwahati and expressed in her address that the quality of work of the SHGs is note
worthy and deserve appreciation.

Her Excellency, the President of India,
20-10-2008

14. “Indian Poultry Science Association (Kerala Chapter) awarded the “Certificate of Honour” to SIRD, Govt. of Assam in appreciation of the outstanding contribution to the women empowerment through duck Farming in the state of Assam.

Prof. Leo Joseph, Chairmen, IPSA (KC) 11th November, 2009.

15. “The SIRD, Assam is a pioneer institute in the field of Rural Development and Panchayati Raj in the country”

D.K.Jain
Joint Secretary,
Ministry of Panchayati Raj
Govt. of India, 4 Nov. 2010
New Delhi