



Rural Management in Action

Caselets Volume 1



सत्यमेव जयते

MoE

Government of India
Ministry of Education

Editorial Board

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About the Book

For a long time, the countryside has been disregarded due to several reasons but mainly because of urbanisation. Now the time has come to focus on the rural side of the country due to its untapped wealth. While the government is focusing more on rural development, the investors are also trying to shift their funds towards the rural economy. This is all one side of the coin. As we discussed on the abundance of opportunities, there is also a plethora of challenges which are ignored for decades. We ignored, but not the rural communities. They are stopping at nothing in tackling the issues they had. This book shows four such Caselets of rural communities.

The book consists of four cases. Caselet 1 and Caselet 4 explains how co-operatives play an important role, the challenges and its impacts on livelihood. The first caselet explains how the sugar co-operative started with booming production and then rolled down to seizing of it due to many factors. In contrast, the caselet four explains how rural women communities contributing to the development of a milk co-operative. It also describes how an organisation which has started with 27 shareholders has now 83000 plus shareholders. The context of community mobilisation, particularly women community, can be seen through the Caselet.

Caselet 2 gives an overall understanding of how illiteracy and unawareness in rural areas are causing health issues primarily related to WASH. There is a significant influence from cultural and behavioural components on Indian villages in following the old-established practices like fetching drinking water from open wells, defecating in the open which causes illness and also it shows how women privacy and dignity compromises with lack of understanding and awareness on what they are doing.

Caselet 3 shows the importance of rural entrepreneurship in India, given that there is a lot of scopes to create wealth from untapped rural markets. Rural entrepreneurship plays a vital role in helping the Indian rural economy to grow as it provides self-employment. Employment, infrastructure development may decrease over-dependency on agriculture, utilisation of locally available skills and broader dispersal of economic activities.

The main objective of this book is to acquire an understanding of the challenges and measures that could be taken to solve those challenges in rural areas. The phenomena of these challenges and challenges not only impose prejudicial effects upon the living conditions of the individuals or communities but also hinder the growth in all aspects. The significant problems that have been identified in four Caselets are lack of capital, illiteracy and unawareness, livelihood challenges, lack of timely actions by government bodies, the inadequacy of rural infrastructure, information deficiency, lack of competent skills and so on.

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Dr. W. G. Prasanna Kumar
Chairman, MGNCRE

Table of Contents

About the State	3
Brief background about the stateCulture, literacy	3
Rural Concerns and Government Initiatives of the State	3
Success stories	4
Caselet 1 : The Study on Co-operative Sugar Factory and it's Livelihood Impact	5
Caselet 2 : The Study of WASH (Water, Sanitation and Hygiene) in Mandiravalasa	9
Caselet 3 : A Study on Rural Entrepreneur: Rasam Maker from Andhra Pradesh.....	12
Caselet 4 : A Study on Contribution of communities to Co-operatives.....	15
Caselet 5 : A Study on Sustainable Agriculture Growth through CSR Projects.....	18
Summary of the rural concerns	21
Conclusion.....	21
Way Forward.....	21
References	23
Author's Profile	27

List of Tables

Table 1: Demography details according to 2011 census data	5
Table 2: 2019 census Demographic details.....	9

About the State

Brief Background of the State

Andhra Pradesh is the eighth largest and tenth most populous state in the country. Amaravati is the capital for new Andhra Pradesh after bifurcating in 2014 from the combined Andhra Pradesh into two states. The second one is Telangana. The state shares its borders with Tamil Nadu to the South, Karnataka to the southwest and west, Telangana to the northwest and north, and Chhattisgarh and Odisha to the northeast. The state has a second longest coastline in the country after Gujarat covering 974 km distance. The state is made up of the two major regions of Rayalaseema and Coastal Andhra comprising thirteen districts in total, nine of which are located in Coastal Andhra and four in Rayalaseema region. The total population of the Andhra Pradesh is 49.3 million as per the 2011 census. The state has Tirumala Venkateshwara Temple in Tirupati is one of the world's most visited religious sites. Andhra Pradesh Literacy rate as per 2017–18 is 67.4 % (Male literacy rate is 75.56%, and female literacy rate is 59.74%).

Andhra Pradesh's economy is mainly based on agriculture and livestock. Irrigation facilities are through four important rivers, namely, the Godavari, Krishna, Penna, and Tungabhadra. Sixty percent of the population is engaged in agriculture and related activities. Rice is the primary food crop and staple food of the state. It is an exporter of many agricultural products and is also known as "Rice Bowl of India". Farmers also grow jowar, bajra, maize, minor millet, coarse grain, many varieties of pulses, oilseeds, sugarcane, cotton, chilli pepper, mango nuts and tobacco. And also, the state ranks one(1st) in fish and shrimp production.

Andhra Pradesh has a rich culture and heritage. Kuchipudi, the cultural dance recognised as the official dance form of the state of Andhra Pradesh, is one of the eleven major Indian classical dances originated in the village of Kuchipudi in Krishna district.

Rural Concerns and Government Initiatives of the State

Like all the other states in India, Andhra Pradesh also have many challenges concerned to the rural areas. Major and the prime concern is regarding agriculture and its allied activities like ever-increasing costs of agriculture inputs, low and stagnant productivity, scattered markets, low prices for the produce, minimal wages, lack of information on advanced technology and government schemes, seed industry and agricultural education, research and extension. WASH-related challenges are also high in the state. Below are the infrastructure facilities provided (White Paper on Basic Rural Infrastructure, 2018).

- The A.P. State Government has devised a Convergence strategy for optimum utilisation of funds available under MGNREGS and other flagship programs for creation of necessary rural infrastructure.
- The government has launched Chandra Kanthi LED street light project with a target 27.52 lakh LED bulbs and of which 21.21 lakh LED bulbs have been installed till December 2018.
- The government has created an A.P. Drinking Water Corporation for a particular purpose vehicle to provide 70 LPCD of drinking water through private tap connections to all households by 2024 with an estimated project cost of Rs 22000 Cr.
- Schemes like YSR Rythu Bharosa, YSR Nine Hours free current supply, Price Stabilisation fund for farmers, Supply of seeds to farmers and Power to aqua farmers, Farm Mechanization and Interest-Free loans to farmers are some of the development initiatives taken by the state government.

Success Stories

There are many success stories in the state where they can maximise their profit with the available nominal resources. One of such stories is Allu Narayanamma Caselet. She proved that when we provide freedom to the women, they can create a positive change, not only individually but at a societal level. From weakened to empowered women, her journey is like a roller-coaster ride, she stood up against all the odds and became a renowned farmer in her district for her sustainable agriculture practice and promotion.

Another such success story is of Mandava Venkata Ratnam, who is a victim of rural distress, is now owning Indira foods company. He was in a situation of selling his farmlands to pay off his debts. He started with nothing but with a small idea which led to owning of two Ulavacharu Rasam factories and also exporting products to foreign countries. Twenty-four hours monitoring, not compromising in the quality of the product, commitment towards his work changed his destiny. He is a successful rural entrepreneur who has raised from rags to riches.

Farmers Producer Company in India or the world is not new but, forming an all-woman farmer producer company is innovation. This is not a success story of one woman but the entire rural women community in Chittoor district, Andhra Pradesh. Shreeja MM PCL was started in 2014 with only 27 members, and now it has grown to 80000 members plus. From all the women farmers, the organisation is collecting nearly 4 lakh litres of milk daily, which is higher than ever expected. Directly or indirectly, it is employing thousands of women in the state.

A Study on Co-operative Sugar Factory and its Livelihood Impact

Caselet 1

Introduction to the Village

Chennur is a large village located in the Chennur Mandal district of YSR Kadapa, Andhra Pradesh with a total of 3967 families living there. The Nallamala and Hills of Palkonda lie between Eastern and Western Ghats on three sides of YSR Kadapa. Typically black and red soils can be found here. YSR Kadapa is called the Gadapa (threshold), because it is the entrance to Tirumala's sacred hills, Tirupati.

Chennur is located at the bank of Penna river, which resulted in having fertile lands to support agriculture crops. Major agriculture crops cultivated here are Fodder, Paddy, Sugarcane, Turmeric. They do grow seasonal crops like Cucumber, Sesamum, Watermelon. Borewells have enough water, but farmers are not willing to use due to its high costs to exercise that. Income generation activities are mainly depended on agriculture and partially on employment at Balaji Thermal Power Plant Pvt. Ltd and on dairy produce. Chennur village has well-connected mobilisation resources being only 10 km away from main Kadapa town.

In Chennur village, out of a total population, 6810 were engaged in work activities. 85.12 % of workers describe their work as Main Work (Employment or Earning more than 6 Months) while 14.88 % were involved in Marginal activity, providing a livelihood for less than six months. Of 6810 workers engaged in Main Work, 481 were cultivators (owner or co-owner) while 2864 were Agricultural labourers.

Table 1: Demography Details (Census 2011)

Particulars	Total	Male	Female
Total No. of Houses	3967	-	-
Population	16126	8075	8051
Child(0-6)	1880	953	927
Schedule Caste	2992	1488	1504
Schedule Tribe	434	208	226
Literacy	68.99%	78.83%	59.15%
Total workers	6810	4608	2202
Main worker	5797	-	-
Marginal worker	1013	511	502
Total	998	908	90

Challenge

Difficulties and challenges are not a new concept to Kadapa Cooperative Sugar Factory from the time of establishment to seize. In every step, the factory has faced and have been facing a different type of issues from farmers, government officials, and banks. The main reason for the seizing of the factory is that it is not making any profits due to its high operational costs and become a burden to the

government. The drastic drop in Sugarcane prices leaves factories and farmers in a fight for survival in society. However, the government released minimum funds at intervals that did not change the fate of the factory. Facts say sugarcane yield is also not up to the mark and its average production is less than average state production. And due to its highly perishable in nature, it requires cold storages which counts to zero in that place. There are disputes between farmers and factory management, which are left unresolved and also complaints from buyers complaining that the quality of sugar production in that district is not at par level. When the factory was functioning, the factory provided employment to so many people directly and indirectly. After its closure, the unemployment rate has increased in Chennur and its nearby villages. Having a sugarcane factory closed, the farmers diversified their livelihood activities, and now only a few of the villagers are cultivating sugarcane.

In the last 20 years, crushing had never been done to its full capacity of 1,250 metric tons per day due to various reasons—the main reason being less sugarcane output in the area. If we compare the productivity of sugarcane, this area falls under the below-average level of productivity. And not having an adequate number of cold storages to store sugarcane produce is also a major issue since it is highly perishable. Since there is no regulatory body to control the price, one can see fluctuations in market price, and it happens when the crop is in the harvesting stage, which makes farmers witness fewer prices in markets. Government is not involved in buying the sugarcane produce that allowed middlemen to bargain and buy the product for a lower price. The problem will not exist if the government ran the sugar factory in Chennur. Farmers are afraid of red rot disease in sugarcane (it can reduce cane weight by up to 29% and loss in sugar recovery by 31%) which was prevalent in the region. Its impact in the last few years has been increased rapidly. Sugar factories which started much later than Kadapa co-operative sugar factory are making profits well in both public and private. It's a big challenge to be at par level with others. Political changes are also influencing the factory by making its growth unstable.

Response

The factory remained closed from 1995 to 2005 for a period of 10 years due to lack of enough sugarcane crush, and there were also several technical reasons for the underperformance of the factory. Then the factory was seized as loans are taken for its operation were not repaid and the institutions which lent the money dragged the factory to legal.

Even after reopening the factory in 2005, it managed only to crush 14000 metric tons of sugarcane which is way less than the expectations of government and co-operative. In the subsequent year 2006, the factory managed to crush nearly one lakh metric tons, but due to the drastic reduction in sugar cane price, it was unable to make profits. In 2007-2008 the factory crushed only 37000 metric tons because farmers who faced losses previous year in transportation and cutting of canes could not take up cultivation. In the following year, sugarcane yield was only 6,000 metric tons, which the factory could not crush due to its high operational costs. So, the cane was transported to Srikalahasti and Nandyal sugar factories for crushing purposes. In 2009-10, farmers harvested around 30,000 metric tons of sugarcane and with no crushing factory in Kadapa, the farmers sold it for a higher price to other factories.

Getting inspired by the last year's production, profits and assurance by the district administration that they will be paying Rs 2000 per metric ton, farmers have started cultivating sugarcane in 2500 acres which area massive scale. In these five years, Dr YSR granted 19 crores of the amount in different phases to make sure that the factory has enough running capital. Meanwhile, in 2010, the factory looks bleak due to shortage of funds, and it requires Rs 5 crore to start crushing operations as it is not in a position to pay assured price to the farmers. The issue was ignored, and as a result, the factory again underwent

it into seizing in 2010. The big response from the farmers is that they used to cultivate sugarcane at a massive scale and now they shifted to cultivate fodder. They are growing fodder because it is giving a better return on investment compared to other crops. From cultivating sugar cane to fodder, it is the failure of the journey of all stakeholders involved.

The factory has enough machinery to crush sugarcane, the workforce is available, farmers are ready to cultivate sugarcane, and now it is in government hands to develop in the way farmers and employees are looking for. There are around 130 regulars as well as seasonal employees in the factory who lost their jobs and it was providing indirect employment to around 500 agriculture labourers. Some employees are still waiting for their pending salaries and hoping for the reopening of the factory.

Actions Taken

The government had taken a keen interest in the development of sugarcane factories in Chennur Mandal. But there are many reasons for not undertaking into development. Due to the lack of enough sugarcane to crush, the factory has been closed for almost ten years between 1995 to 2005. Dr. Y.S. Rajasekhara Reddy, the then chief minister of Andhra Pradesh, revived the factory by clearing its debts of 19 crores and investing another Rs 4 crore in the factory. Dr. Reddy government decided to give incentives, subsidies and loans to the farmers to bring back life to the sugarcane cultivation. The government has increased sugarcane crushing capacity infrastructure and gave employment to local youth to boost the sugarcane production and assurance to the farmers. On the other hand, farmers demanded that they want Rs 2000 per tonne and transportation charges as guaranteed. For this, the district collector negotiated a deal with Srikalahasti-based Suddalagunta Sugar Factory to pay Rs 1,500 per tonne plus transportation charges.

Recently, the A.P. government decided on the cabinet to reopen Kadapa Cooperative Sugar Factory along with many other co-operatives which were closed due to several reasons. The factory is opened to boost sugarcane cultivation and provide better employment opportunities to unemployed youth and farmers in the district. Farmers, direct and indirect employees and labour are feeling happy for the government decision. The government has assured that regular and seasonal employees will get their pending salaries and VRS for retired personnel soon. Previously Dr. Y.S. Rajasekhara Reddy revived this sick industry unit and his son, the present Chief Minister of Andhra Pradesh following the same path by ailing sugar factories in the state and by instilling courage in unemployed youth and farmers.

Lessons Learnt

- Co-operative production is an excellent way of organising disempowered workers to gain economic and social support.
- The government can play a vital role in the planning, organising, directing, controlling and implementation of rural development strategies
- Before starting a project or any initiative, we should explore different development strategies.
- Private factories create employment, but co-operatives create empowerment.
- Throughout the Caselet study research, I haven't found anywhere that inclusion of middlemen creating challenges. Having co-operatives is the best way to eliminate intermediaries.
- Despite closing the factory multiple times and making farmers struggle for years, they still have the courage and ready to cultivate sugar cane again.
- Co-operatives are over-relied on government funds which are not letting the factories to make their own plans according to the situations.

Questions for Discussion

1. How can we evaluate the reasons behind the farmers in shifting cultivation from sugarcane to paddy?
2. Government roles and responsibilities in co-operative factories/societies?
3. Is there any alternative source of livelihoods that they can think of other than sugarcane production?
4. What are some of the advantages and disadvantages of having co-operatives?
5. What interventions would you take on the sugar factory if you were a Rural Development Officer?

Course Positioning

The Caselet is suitable for a course in Rural Development-Planning and Management, Rural Financial Inclusion, Credit Management (for farmers). As the Caselet explains the reasons for sugarcane producers moving to fodder cultivation, it will be helpful in introducing topics like strategies of rural development, development program management and the role of government in rural management.

The Study of WASH (Water, Sanitation and Hygiene) in Mandiravalasa

Caselet 2

Introduction to the Village

Mandiravalasa is a medium-sized village with nearly 350 households, located in Garividi Mandal, Vizianagaram district. The major crops cultivating in Mandiravalasa are Cashew nuts, Mango, Paddy, Groundnut. Nominal crops cultivating are Jowar, Black gram, Horse gram, and sugarcane. They have 365 days irrigation facility since it lies in the coastal area with only 40km to Govindapuram beach. Generally, they find water at the ground level of 200 to 300 feet for borewells. People described their agriculture work as the main work and being a mason and auto driver as their nominal work.

There are two schools in Mandiravalasa, one is primary school having students from first to fifth class, and the other one is Balabadi (pre-school) which runs by NGO Sodhana. Mandiravalasa doesn't have any provision for hospitals/clinics. Still, they have a privilege by having Sodhana trust in nearby town Cheepurupalli which is looking after problems in 40 villages including Mandiravalasa village. There are two temples in this village, Rama Mandiram, and Hanuman temple. Visakhapatnam and Vizianagaram are the two nearest cities to the village, and there are roads and railway connectivity for it. Cheepurupalli railway station is the nearest station which is about 4.5 km from Mandiravalasa.

According to the 2011 census, "Mandiravalasa has a lower literacy rate compared to Andhra Pradesh. In 2011, the literacy rate for the village was 43.11 percent compared to 67.02 percent for Andhra Pradesh. In Mandiravalasa, male literacy is 52.36 percent, while female literacy is 33.12 percent". The situation has changed as a lot of youngsters are into studies, thus increased the literacy rate to 65%.

Table 2 Census Demographic details

Particulars	Total	Male	Female
Households	342	-	-
Population	1110	535	575
Children (0-6 years)	60	36	24
Literacy	68%	72%	65%
SC	90	44	46
ST	130	63	67

Challenge

Mandiravalasa has major concerns about sanitation and health. Improper sanitation leads to most of the health-related issues which are directly and indirectly impacting people's lives. The foremost concern in Mandiravalasa village is bringing awareness about health education and its influence on their daily

activities. Just 60.80% of households in Andhra Pradesh have improved access to safe drinking water, with 73% of the total households are being provided by piped water supply. There has been significant influence from cultural and behavioral components on Indian villages in following established practices like fetching drinking water from wells, and defecation in the open. Well, water is the primary source of the village for different activities, and they often got ill due to drinking unpurified water. Prevention of contamination of water in the distribution system is an important issue in the village. And no one bothered about building independent toilets despite giving priority to women's privacy and dignity. They do not realise that they are succumbing to health issues when they are defecating in the fields which are used for mobility. That cultural lag is highly visible in villagers. There are reasons for not building or not using toilets. There is no proper drainage system in Mandiravalasa like urban towns, have maintenance issues, growing water scarcity, no potential for water conservation and lack of finance. Some people are willing to build, but they are financially weak. Even if they get a subsidised toilet, they cannot draw drainage canals on their own. So, sustaining water, sanitation and hygiene services for the long-term is a practical challenge for everyone in the village and the officials.

Response

The villagers are used to defecate openly, and they continue doing it. Awareness among themselves is increased, and they started looking to build their independent toilets, and their cultural habits of fetching water from the well are gradually decreased. Government officials played a key role here by setting the piped water supply system through the two water head tanks in Mandiravalasa. Women of all ages, classes and communities and those belonging to S.C., S.T. communities, in particular, have played a key role in addressing the sanitary problems in the village. At the initial stage, girls who are into education started using it and later onwards most of the women irrespective of their age/class started using it. But that situation doesn't last long due to water scarcity. Despite all these, we can say there is a significant response from the villagers towards their issues after many awareness programs conducted by the local NGO (Sodhana) and the Government officials.

Actions Taken

In 2015, only 44% of people had basic sanitation facilities, and it gradually increased to 59.5% in 2017. In 2019 India achieved 98.9% sanitation which is huge in number (*Water supply and sanitation in India: Wikipedia*). The NDA government had built over 9.16 crore toilets under Swachh Bharat Mission-Gramin (SBM-G) in their 5-year term from 2014 to 2015 which increased the sanitation facilities coverage and thanks to our esteemed Prime Minister Narendra Modi for this initiative that changed millions of people's perceptions in villages including Mandiravalasa. SBM-G is a clean India campaign for rural India under which government spent billions of rupees to bring behavioural change in prioritising rural sanitation. The government officers started visiting Mandiravalasa village to promote awareness about hygiene and sanitation. And the government started exercising critical rules by stating people who have toilets only can access ration cards. Under the central government scheme to give subsidised toilets, most of the villagers have built their own independent toilets irrespective of their caste and creed. For the financially needy people, the government has built community washrooms in the village in two places. One is built on the roadside of the back of the village, and another is at the village cemetery. The information, education, communication from the government played a key role in transforming mud to majestic. For drinking water, people are using the municipal taps which are installed in every street. No one is fetching water from wells. They are drawing water from well for irrigation purpose only.

But to the dismay, it was observed that people are reluctant to use the toilets even though the government has constructed toilets in huge numbers. The cost of cleaning toilets amounts to thousands

of rupees which villagers cannot afford and do something which is out of established practices could be one of the reasons for not following certain norms. Water taps are left unclosed after usage, which caused water getting stagnant, which lead to surroundings becoming unhygienic.

Lessons Learnt

1. Completion of a project doesn't mean it is successful; it achieves success only when there is participation from people.
2. To have quality standards in projects, leaders must increase transparency and accountability, and that happens when the community participates.
3. One must give importance to people's privacy and dignity.

Questions for Discussion

1. What are the main reasons for community washrooms left unused in Indian villages?
2. Is completing constructing toilets under different schemes make village/district/country open defecation free?
3. Why are people not willing to give up their old traditional practices like using open bathing, open defecation, and water fetching from wells?
4. How do we change some of the behavioral patterns of villagers in adapting to new systems?
5. What is an understanding level of villagers about the hygiene sanitation practices?

Course Positioning

The Caselet is ideal and suitable for the course in Rural Planning and Management, Rural Development, Rural Health Education, and Rural WASH. As the Caselet explains the story of village habits, perceptions, their level of awareness about the importance of sanitation and health education. This Caselet would help to know the real situations in rural villages and to raise awareness among people about to rethink wellbeing.

A Study on Rural Entrepreneur: Rasam Maker from Andhra Pradesh

Caselet 3

Introduction to the Village

Ventraragada is a large village with a population of 6500 and located in Pedaparupudi Mandal of Krishna District, Andhra Pradesh. The major crops cultivated in the village are Paddy, Sugar cane, Mango and Tomato. Since it lies on coastal Andhra, water availability is high for agriculture use. The total geographical area of the village is 1523 hectares. Ventraragada has all the required infrastructure like road & railway connectivity, bank services, post office, and pond (yerracheruvu). The nearest city to the village is Gudivada and Machilipatnam. There are five temples and about two churches in Ventraragada. Government General Hospital (GGH) is there to cater to the medical needs of the villagers.

According to the 2011 census, Ventraragada village has a higher literacy rate compared to Andhra Pradesh. In 2011, the literacy rate of Ventraragada village was 75.65 % compared to 67.02 % of Andhra Pradesh. In the village, Male literacy stands at 78.56 % while Female literacy rate was 72.87 %. Village public is aware of educational importance, and everyone is sending their children to the schools. The Ventraragada village has a population of 6500 of which 3169 are males while 3331 are females as per Population Census 2011. The village is administered by Sarpanch (Head of the village), and governance is done by Panchayat office.

Challenge

In modern times, agriculture is a difficult activity for rural India as it is not a profitable activity, and it has many challenges to face. From nature to human-made disasters, everything affects agriculture negatively. Mr Ratnam is from a well-known family. He is one of the few households who owned more than 10 acres of agriculture land in their village. Leaving his traditional occupation and starting a business in his village is a big challenge for him as no one liked his decision, and some used to criticise him. His new idea has a lot of challenges to face, and the main one is the financial burden. As the agriculture is not yielding the expected returns and he is already into a debt cycle and reinvesting is laborious for him. And there is no predictability of his business growth and market share for the product as it is new in the market. If he is starting the business in his own village, the sales expectations are low. Another challenge is that he only knows making rasam at nominal scale, not at a larger size and distribution and supply chain is another obstacle due to the village having no regular connectivity with the urban areas.

Response

He started trials from his home from 5 to 6 months before going to Vizag. During the testing times, Mr Ratnam bought Ulavacharu machine making from Visakhapatnam in 1995. In those times, he found the specialities of horse gram and its demand for Rasam in the market. So, he decided to start a business in 1995 as Agri allied business.

He learned the process of making Ulavacharu: The horse gram is bought from different sellers and directly from the farmers based on the quality of seeds. After bringing seeds to the factory, the first step is removing the dust and other particles from the seeds with the help of screens. Then there will be another filter/screen to separate the seed-sized particles/stones from the seeds. After separating the seeds, it is washed with the help of water for 10 to 15 mins with the help of a container. Then 300kgs of seeds are boiled for four and a half hours in 1200 litres of water in a specially designed container. Then

they separate water and grains, where it would become around 700 litres compared to 1200 litres before boiling. A hundred kilograms of ingredients like tamarind, onions, salt, etc., will be added and cooked again for 7 hours. For boiling, water steam is used to balance heat for the container. In the end, the Ulavacharu extracted from seeds is separated from the container and cooled before starting to pack it.

Actions Taken

Continuing the farm work in his 10 acres of land, in one and a half-acre he constructed his house and Ulavacharu factory in the village. Along with that, he also built a cowshed to boost his dairy production. In the initial days, the profit was so nominal that it was difficult to just meet the break-even. But as time passed, his business expanded, and he saw a steep increase in sales. Ulavacharurasam got recognition all over the place as the quality and quantity are well appreciated by people and availability was also high.

In between, Mr Ratnam was told by Jasthi Vijaya Shankar that he could do good business and sell more in Hyderabad than Visakhapatnam, as most people are interested in Ulavacharu because it is good for health. Then he opened another factory in Hyderabad with the help of his father, Venkat Ramaiah, brother Chandrasekhar Azad and wife Indira and he began making rasam on a larger scale than before. There also his business gradually increased, thus profits too.

He updated his cooking machinery to SS-304 boilers and other new technology from an old-fashioned manual cooking style by using the woodstove. He opted for Stainless Steel(S.S.) because cooking in aluminium or iron vessels is not suitable for health. It even changes healthy food to unhealthy. Adding to that, they cook Ulavacharu with R.O. water to promote hygiene. And Jacketed Boiler Vessels machinery to cook Ulavacharu, designed on his own, which is impossible for an ordinary person who just completed matriculation. For this, he employed 15-20 welders and made them work according to his design. That machine is specially designed for making Ulavacharu, and one can increase or decrease the gas levels at any point at any part of that machine. He even got copyrights recently and applied for patent rights. Currently, he is doing business in A.P., T.S., some parts in Karnataka and also exporting to foreign countries.

Twenty-four hours monitoring, not compromising in the quality of the product, commitment towards his work changed his place and position. He is a successful rural entrepreneur who raised from rags to riches. Now he is giving direct employment to more than fifty people. His will power did not let him down, from a wood stove to maintaining factory; he developed on his own.

Lessons Learnt

1. There is much progress needed in rural development.
2. Promoting rural entrepreneurship would be the bright option in boosting the rural economy.
3. The younger generation in rural areas needs to be updated in alternative income generation activities like entrepreneurship.

Questions for Discussion

1. What will be the better marketing strategies for promoting rural products?
2. What are the circumstances that are making people looking for entrepreneurship?
3. Rural development policies in India and its results?
4. What is the willingness level of rural people in leaving traditional farming and taking up entrepreneurship?

Course Positioning

The Caselet is ideal and suitable for the course in Rural Entrepreneurship, Rural Development, and Rural Marketing as the Caselet explains the story of a successful rural entrepreneur and his level of awareness and understanding of entrepreneurship. This Caselet would help to know the real challenges and situations faced by Indian villages. And, it is suitable for Rural Economic Policies and Development Administration courses.

A Study on Contribution of Communities to Co-operatives

Caselet 4

Introduction to the Village

Tirupati is a city in Andhra Pradesh's Chittoor district. It is one of India's ancient cities, and it is home to the well-known Tirumala Venkateshwara Temple. It is often referred to as the "Spiritual Capital of Andhra Pradesh," because along with Lord Balaji it has many ancient temples which promoted tourism in the district. Under the TTD Act of 1932, Tirumala Venkateshwara Temple was handed over to Tirumala Tirupati Devasthanam(TTD). The town had a population of 3,74,260 as of the 2011 India Census. There are 1,87,931 men and 186,329 women with a sex distribution of 992 women per 1000 men which is higher than the national average. It has an 85.22 per cent literacy rate on an average.

Tirupati is the ninth most populous city in Andhra Pradesh. It has many educational institutions and universities, ranging from the government to the private sector. It is named as Best Heritage City in the year 2012–13. Under the Smart Cities Mission by the Government of India, Tirupati has been selected out of a hundred cities to be developed as a smart city. Tirupati has Sri Venkateshwara National Park spread in 353 square km and Sri Venkateshwara Zoological Park which is Asia's second-largest zoo with an area of 5500 acres. The infrastructure is at its best with hundred percent connectivity to all the regions. Since it has many software companies as well as a few manufacturing industries, the unemployment rate is low. Hospital infrastructure is also there to cater to the needs of people.

Tirupati Urban agglomeration includes Tirupati and towns like Akkarampalle, Avilala, Cherlopalle, Mangalam, Perur, Settipalle, Thummalagunta, Timminaidupalle, Tiruchanur, Tirupati (NMA) (Source: Tirupati, Wikipedia)

Challenges

Farmers Producer Company in India or the world is not new but, forming an all-woman farmer producer company is innovation. Their main objective was to carry on all the organisation's overall business to provide the best quality products to customers along with maximising the wealth of shareholders to facilitate women empowerment in the state. But it is easier said than done. By taking rural infrastructure and connectivity into consideration, it is difficult to achieve the company objectives and goals.

The main challenge for the company is to bring the unorganised dairy sector into the organised sector. Then only co-operatives or any other private companies can run the business at a larger scale. The unorganised sector in India manages more than 50% of the dairy business and 80% of the total milk produced is distributed with the help of milk vendors, retailers, wholesalers and producers themselves. To bring all the milk producers under the umbrella, the organisation has to gain farmers trust. In the initial stage of the organisation development activities, it is difficult to supervise and regulate the works done. And due to lack of rural milk procurement infrastructure and inferior technology in backward and remote areas, it is difficult to ensure the quantity and quality of the milk as per the specifications of the company standards. Procurement and transportation are also one of the significant challenges that come to the discussion often. Since milk and milk products are perishable, the supply and distribution channel has to be taken care of at the earliest.

Response

For marginal farmers, the primary source of their livelihood has a significant share from dairy along with

agriculture over the years. Most of the households in the Chittoor district have at least one cow or buffalo. This is the result of diversifying their livelihood to generate income for the house. Initially, the organisation started with merely 27 shareholders. They had a do or die situation. They started operations at a smaller scale. They wanted to engage and maintain a long withstanding relationship with villagers to bring empowerment among the rural women community. For this, they started going to the villages to conduct awareness and training programmes to make them better understand how FPO/FPC works and the benefits for the farmers. From the organisation side, they ensured transparency to the stakeholders in all the activities they do.

As a result, the company got a positive response from the community. Women started supplying the milk in numbers. The money will be deposited directly to their bank accounts as a part of digital India. For this reason, the women are now going to the bank to check cash inflows and cash outflows, making them confident enough to transform themselves from homemaker to business decision-maker. Community is also happy as they are getting the right price across all the seasons, and the quality and quantity are checked in front of them digitally at every village milk collection centre.

Actions Taken

Shreeja MM PCL was started in 2014 with only 27 members, and now it has grown to 80,000 members plus. From all the women farmers, the organisation is collecting nearly 4 lakh litres of milk daily, which is higher than ever expected. The payments for the farmers are directly transferred to their bank accounts. It is helping in taking the place of rural financial inclusion by involving women in using banking services and making them deal with cash inflows and outflows. As a result, women became decision-makers in their households. They train women frequently on cattle management, technology up-gradation, shareholder grievances and on community engagements. They also started giving insurance policies

Shreeja adopted a holistic approach to the welfare of women farmers. It has initiated capacity building activities by bringing everyone to the same platform. It follows the bottom-up approach to know the specific information from the farmers. For this, they have constituted informal grassroots structures called VCG (Village Contact Group) and MRG (Member Relation Group). Members can participate in meetings conducted by these groups to share their good, bad and can resolve their grievances. It helps them to involve them in the growth of the business. Their current turnover is 375 crores. Inputs like cattle feed and the mineral mixture will deliver at their doorstep to ensure the milk production quality and quantity. And the company aims to get into top 10 dairy companies in India by 2025.

Lessons Learnt

1. Women are not getting enough opportunities to prove themselves.
2. An organisation started with 27 shareholders has now 83000 shareholders. It's all possible with a strong commitment to our goal.
3. Government policies and development programmes play a vital role in the country's growth.
4. Diversifying the livelihood is necessary for the farmers given agrarian distress and other factors which overshadow agriculture.

Questions for Discussion

1. How community mobilisation helps co-operatives to accomplish their objectives?
2. What are the factors that helped India to become the largest milk producer in the world?
3. On what basis does the government undertake development policies or projects?
4. Why is grassroots level feedback necessary for the organisation?

5. What is agrarian distress and its remedies?

Couse Positioning

The Caselet is ideal and suitable for the courses like Community Mobilization and Institution Building, Cooperative Governance, Rural Entrepreneurship and Development Administration Policy. As the Caselet explains the story of a successful dairy co-operative and how it helped rural women community in transforming themselves, it demonstrates the importance of identifying the needs and developing the projects to achieve the economies of the scale. This Caselet would help in administering the co-operatives in victory.

A Study on Sustainable Agriculture Growth through CSR Projects

Caselet 5

Introduction of the Village

Garraju Cheepurupalli (also called as G.C. Palli) is a medium size village with nearly 380 households located in Rajam Mandal of Srikakulam district, Andhra Pradesh. The Mandal of Rajam is bordered by the mandals of Ganguvari Sigadam, Santhakavati and Regidi Amadalavalasa of Srikakulam district and Vizianagaram district. The place has a nostalgic association with Bobbili's valiant Sardar, Tandra Paparayudu. The village is located in the border of the Srikakulam District and Vizianagaram District. The total area of G.C.palli is 450 hectares, and the main crops cultivating in the village are Maize, Paddy, Green gram, Black gram and nominal crops are Sugarcane, Coconut and Mesta.

G.C.palli has no schools or colleges within the village. Students have to go to the Rajam town or Boddam village to get their studies complete. The village has no health facilities, and people, in general, depends on the close by government hospitals which are in Boddam village.

Garraju Cheepurupalli village has lower literacy rates as compared to Andhra Pradesh, according to the 2011 census. In 2011, G.C. Palli village literacy rate was 46.24 per cent compared to Andhra Pradesh's 67.02 per cent. Male literacy in the village stands at 53.55%, while female literacy was 38.71%. The village has a population of 1795, 906 of which are males and 889 females.

Rajam and Cheepurupalli APSRTC bus stations and Batuva and Sigadam Railway Stations are the closest bus and railway service stations to Garraju Cheepurupalli and the primary source of transportation in reaching out inside or outside the district. And the village has no issues regarding road connectivity.

Challenges

G.C.palli is a village in Srikakulam district which has many issues concerned with farming. Allu Narayanamma is a women farmer in the same village whose husband is migrated to Gujarat in search of work. Since her husband migrated, she has to take care of all household responsibilities despite her impoverished conditions. Reliance foundation started developing agriculture practices under its CSR projects.

G.C.palli is predominantly an agricultural economy with major crops of paddy, maize, green gram, black gram and mango. In the village, most of the farmers are having small and fragmented landholders due to which the cost of inputs are high, and the productivity is low. Distribution of farmlands between their sons/daughters, resulting in more and more fragmented landholdings with each passing generation.

Allu Narayanamma, a women farmer from the village, has 3 acres of land with no irrigation facilities. Her husband migrated to Gujarat in search of work as there are no employment opportunities in the village. MGNREGA and labour work were the main sources of her income. She does not know modern agriculture practices, water conservation techniques or sustainable agriculture. This is one example, and there are so many of them.

In G.C.Palli (or in the whole India), the soil quality and fertility have been decreasing over the years. Deplorably, we cared very less about soil health. Due to excessive utilisation of land, continuous use of chemical fertilisers has led to the depletion of soil health, resulting in lower productivity. Seeds are one of the essential inputs for agriculture. Better quality seeds give better output, but unfortunately, the

quality seeds are out of the reach to small and marginal farmers despite having many seed associations, NGOs mainly because of high price, unavailability and innocence. Absence of adequate quality seeds at the right price and the right place is the prime concern for the farmers. Inadequate capital is also a major challenge for every farmer in the village. The major players in the game were money lenders, commission agents and traders who exploit the farmers easily by pushing them into a credit trap. Marketing challenges like scattered markets with poor connectivity and indebtedness forward as well as backward linkages make sales of agriculture produce difficult. Restrictions for women in the households and in the fields, lack of enabling opportunities and support from the external sources are the reasons. Apart from these, there were many other challenges which are an extension to the above-mentioned challenges.

Response

Response and awareness towards taking sustainable agriculture practices are increased, but they are underprivileged in getting supportive services and skill guidance from external sources. Reliance Foundation, under its Corporate Social Responsibility projects, took up various activities in the village to promote sustainable agriculture and to bring them out of the poverty. But the response from the villagers in the direction of Reliance Foundation was quite low.

Action

Reliance Foundation started Bharat India Jodo (RF-BIJ), a Rural Transformation programme in 2010 to develop rural India and to bridge the gap between rural and urban. RF-BIJ is spread across in 11 states, supports small and marginal farmers to bring them out of the poverty and to make rural community self-reliant by promoting the conservative and sustainable farming practices. Direct action, participatory approach and sustainable development are the three main core pillars this program adopted.

They intervened RF-BIJ in G.C.palli village since the village has low productivity, rainfed agriculture, poverty, migration issues. To tackle all these, R.F. brought all the villagers under one roof and organised them into an organisation called Yugandhar Village Farmers Association(Y-VFA). To break the gender bias issues, they opened VFA membership for all the villagers and ensured more women participation. To enhance the women participation, R.F. organised separate women empowerment training programme by organising several meetings to bring positivity among them.

Allu Narayanamma also took membership along with the other villagers and actively participated in all training programs conducted by Reliance Foundation on Sustainable Agriculture Practices (SAP). She requested the Village Farmers Association(VFA) to support her in converting her wasteland into cultivable land. She took training on soil sample collection, analysis of soil test reports, seed germination test, seed treatment and organic extracts preparations to practice organic farming. And she applied all the techniques she learned on her paddy nursery which gave tremendous results; also the nursery stood against dry spell doubling her confidence. With her influence, many women farmers came together and started sustainable farming practices which reduced input costs and increased productivity. VFA also assisted the farmers in practising certified seed production, thus making them self-reliant on quality seed requirements. As a result, now the farmers are making profits in the same land where they struggled to meet the ends.

Due to Reliance Foundation intervention, Narayanamma is now a leading advisor of sustainable farming practices in her district. She is conducting regular meetings, training sessions, taking women empowerment initiatives to promote sustainable agriculture practices. She is also an ambassador for

organic and eco-friendly farming practises in Srikakulam districts.

Lessons Learnt

1. Participation from the community should be the primacy for any development project.
2. Project outcomes can be achieved with the collaboration of all concerned stakeholders.
3. Despite the challenges and limitations, women are highly contributing to agriculture, and its allied activities staging women empowerment is much needed in contemporary India.
4. G.C.Palli farmers collaborated and formed VFA to develop themselves shows how effectively a community works with active participation.

Questions for Discussion

1. How to mobilise rural women communities, given the patriarchy and gender-biased society?
2. Are the organisation's really doing socially beneficial activities under the CSR program?
3. Is rural transformation possible with the help of rural communities?
4. What are the challenges faced by the organisation in implementing CSR funds?
5. Are government policies on CSR has to modify to be more stringent?

Course Positioning

The Caselet is ideal and suitable for the courses like Community Mobilization and Institution Building, Rural Production System, Rural Livelihood System and, Women Empowerment and Development. As the Caselet explains the story of successful women and Yugandhar Villagers Farmers Association (VFA) and how it helped rural women community in transforming themselves, it demonstrates the importance of minimising external dependencies, encouraging sustainable practices, helping improve the overall lives of small and marginal farmers.

Summary of the Rural Concerns

We have seen many challenges that rural India faced/facing from above Caselets. Problems are not limited in the countryside, from basic amenities to livelihood work, i.e., agriculture/labor/rural entrepreneurship everything is challenged in many ways. Rural areas face challenges related to demographic changes, workforce development, capital access, infrastructure, health, land use and environment, and community preservation. State and central rural economic development programs need to target broader economic development strategies.

Rural India's economy faces a competitive disadvantage compared to urban areas. Economic progress is hindered many factors like lack of access to capital, stagnate infrastructure development, the inadequacy of information, scattered markets, illiteracy and unawareness, unemployment, no minimum support prices for agriculture produce and many more like this. But these Caselets also showed how rural communities are tackling the issues and moving forward. There is so much to learn from them.

Conclusion

As we discussed the countryside has significant challenges that need to be addressed, which are, poverty, illiteracy, unemployment, homelessness, lack of capital and infrastructure etc. They not only need resources but also need knowledge on how to use them to sustain their living conditions. The significant causes of poverty are unemployment, participation in minority jobs, illiteracy and unawareness, the occurrence of natural calamities, inadequate financial management, debt cycles, large families, health care challenges, migration and so on. Strengthening agriculture and its sectors is the primary concern for all the government bodies since rural livelihood is primarily depended on the agriculture sector.

Apart from the agricultural sector, rural entrepreneurship plays a vital role in the economic development of Indian rural economy. It helps in generating employment opportunities in the rural areas even with low capital, raising the real income of the people, contributing to the development of the nation by reducing poverty, migration and economic disparity. The government should provide for various rural development schemes and programmes in order to promote rural entrepreneurship. Government has to go through a lot of difficulties to implement the schemes due to lack of capital, infrastructure, skill deficiency in labor, and lack of information and technology.

Way Forward

The Government of Andhra Pradesh by all means moving forward to instigate the rural development. There are a lot of possibilities to end up in achieving very minimal results given nominal growth of the state and high requirement of funds for constructing new state capital. On account of all these, the government should try to build the capacity of the people to participate fully and contribute to the local development. Community mobilisation is a critical element of any development projects. If there is no active participation from the local communities, the project is unlikely to be successful.

The government(s) should use Panchayat Raj Institutions (PRIs) to promote and create awareness on increasing sanitary building capacity, improving water use efficiency, land development, rural connectivity and communication, irrigation works, horticulture development, inland fisheries and warehouse development to build the rural areas. All these not only assist for individual growth, but the community as a whole would get benefitted.

The government should develop some schemes that should help in restructuring and strengthening of

agricultural extension services to support the farmers. Capacity building and institution are strengthening to promote farm mechanisation, availability of quality agriculture inputs etc. Formation of Farmers Interest Groups (FIGs), Farmer Producer Organisations (FPOs), etc., can be taken up. Local media campaigns & outreach activities, training & capacity-building, frontline workers, SHGs, NGOs can help in mobilising the communities.

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Editors' Profile

Dr W G Prasanna Kumar

Dr. W G Prasanna Kumar, Chairman, Mahatma Gandhi National Council of Rural Education (MGNCRE) prides in calling himself a *Public Servant* working for Climate Change. His expertise in Disaster Management has him in the advisory panels of several state and national level departments. He is also an expert advisor for the government of Telangana in its Disaster Response Force endeavour. A master trainer for Civil Services candidates, he conducts intensive training programs periodically at the behest of nationally recognized training institutes. He is currently actively involved in promoting higher education curriculum addressing rural concerns in India. **"Villagers to be producers not just consumers"** is his conviction that drives him to work for rural challenges. He aspires for an adaptive disaster risk resilient and eco-responsible India. The Curriculum on MBA in Waste Management and Social Entrepreneurship, and BBA and MBA in Rural Management are his major academic achievements dedicated to India's rural concerns. This has culminated in several collaboration MOUs for introduction of MBA/BBA Rural Management in Higher Education Institutions across India.

Dr. Prasanna Kumar excels in taking a vision and making it a reality and a plan into action, driven by a strong motive to achieve. He has translated positive intentions into tangible results. Being clear on the vision, defining a pathway, setting of the track with a clear destination point and quickly taking corrective actions as and when needed – are his prime qualities that make him an Achiever.

Under Dr. W G Prasanna Kumar's leadership MGNCRE has done nationally recognized instrumental work in building rural resilience including rural community engagement and Nai Talim - Experiential Learning. He has guided and helped MGNCRE in making key decisions and implementing agenda in several areas including Nai Talim (Experiential Learning), Community Engagement, Rural Immersion Programmes, Swachhta Action Plan activities, Industry-Academia Meets and Exhibitions on Waste Management, Comprehensive Sanitation Management in villages by working with Higher Educational Institutions, making curricular interventions in Waste Management and Rural Management, compiling Text Books on Waste Management and Rural Management, UNICEF (WASH) activities and several other related impactful activities. MGNCRE has become an interface for Government of India for promoting academic activity focusing on the rural concerns, being an advisor and a curriculum development agency for the Government of India. The Council is also now an RCI for Unnat Bharat Abhiyan.

Another pathbreaking achievement has been the formation of **Cells** through online workshops for institutionalising the efforts of MGNCRE. Vocational Education-Nai Talim-Experiential Learning (VENTEL) discuss MGNCRE's interventions in HEIs and making Vocational Education as a Teaching Methodology; Workshops on Social Entrepreneurship, Swachhta and Rural Engagement related activities in Higher Education Institutions has paid dividends and the key roles of the HEIs is highly appreciated by the Ministry. Building continuity and sustainability is being done through Social Entrepreneurship, Swachhta & Rural Engagement Cells (SES REC). Institutional level Rural Entrepreneurship Development Cells (REDC) Workshops/ FPO/FPC-Business Schools Connect Cells (FBSC) are organized with the objectives of

Functionality of RED Cell; Preparation and Implementation of Business Plan and grooming students to be Rural Entrepreneurs.

A man with many firsts to his credit, and an incredible record of accomplishments, Dr. W G Prasanna Kumar is currently guiding MGNCRE in building a resilient rural India.

Dr K N Rekha

Dr K N Rekha, is a PhD Graduate from IIT Madras. She has 14 years of experience in training and education Industry. She works at Mahatma Gandhi National Council of Rural Education (MGNCRE), Hyderabad as Senior Faculty. She is involved in curriculum development on Rural Management and Waste Management. Prior to this, she worked as a researcher at Indian School of Business, Hyderabad, a short stint at Centre for Organisation Development (COD), Hyderabad. She has co-authored a book on “Introduction to Mentoring”, written book chapters, peer reviewed research papers, book reviews, Case studies, and caselets in the area of HR/OB. She also presented papers in various national and international conferences. Her research areas include Mentoring, Leadership, Change Management, and Coaching. She was also invited as a guest speaker at prominent institutions like IIT Hyderabad.

Author’s Profile

Mr S Sai Ramesh Reddy

S. Sai Ramesh Reddy is a Rural Management student(pursuing) from one of the prestigious institutes in India. He is associated with the Career Advisory Services of the university. He is interested in developing rural professionals by expanding his experience from the grassroots of Indian rural societies. This publication is one of his works during his internship with MGNCRE (Mahatma Gandhi National Council for Rural Education). Ramesh Reddy is constantly motivated person who accepts criticism at any point of his life. He loves getting feedback from everyone on his work irrespective of the type of work. His education background in Business Management (Graduation) and Rural Management (MBA) gives him an edge on understanding the business from a rural perspective. He has a prior understanding of Indian rural context as he worked as a Multi-purpose Extension Officer in Andhra Pradesh Agriculture Department for Eighteen Months, where he successfully delivered the government schemes to farmers doorsteps. He believes in learning, not in luck.



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