

# Models for Integrated Development

## 21<sup>st</sup> September 2016



# Proceedings Document

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## INTRODUCTION

A one day consultation was organised in Orchha, Madhya Pradesh on 21<sup>st</sup> of September 2016 by Development Alternatives (DA) in partnership with la Caixa Banking Foundation and Coca Cola Foundation. The programme was conducted as a part of the TARAGram Yatra 2016 - DA's annual flagship event bringing together development practitioners and policy makers from India and the South Asia to align perspectives on achieving true sustainable development.

The one day consultation was conducted to develop a multi stakeholder perspective on how to effectively plan, implement and monitor integrated models of development. The programme included two field visits to project sites focused on developing integrated models of development in Bundelkhand. One of the field visits was to areas where DA has strengthened local institutions and governance as drivers for change. The other was to areas where village planning has been driven by the imperatives of securing natural resources for sustainable development. These visits were followed by a round table consultation which focused on identifying critical action for the delivery of integrated models within the SDGs framework. Ground level practitioners, subject matter experts, policy makers and government representatives discussed and deliberated on some of the following key issues:

- *How can local and decentralised planning processes (the bottom-up) be streamlined into the national and state planning and delivery (top-down) systems?*
- *How do you create a conducive environment to inspire communities to undertake action for triple bottom line wellbeing?*
- *How can locally achieved outputs and outcomes be tracked within the framework of the sustainable development goals?*

TARAGram Yatra 2016 witnessed diverse participation – decision makers, practitioners, academicians and community groups working on issues of integrated development and local governance. Mr Mangesh Tyagi and Mr. Shafique Khan of the Planning Commission of Madhya Pradesh participated in the event. Local government representatives from district administration of Tikamgarh and Jhansi were also present. Some of the eminent civil society participants included Mr. Sanjay Mall from World Vision India, Santosh Patnaik from Climate Action Network - South Asia, and Mr Pradeep

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Kumar Pidiha from Samarthan. They were joined by representatives of grassroots CSOs like Chetna Samaj Seva, Saksham, Marg Shree Charitable Trust, Sai Jyoti Gramodhyog Samaj Seva Samiti, Parhit Samaj Sevi Sansthan. Representatives from academia included eminent professors like Mr. Naeem Mohammad, Dr Amit Pal from Bundelkhand University. Mr Manish Surve from ITC India presented his views from the perspective of CSR programmes.

### Key Points of Discussions

The TGY 2016 participants interacted with the community groups in Pipra village (Niwari blocks, Tikamgarh district) and Dhikoli village (Babina block, Jhansi district) and the team of DA that has supported the developmental activities in these villages. Key observations made by TARAGram Yatra 2016 participants based on their interaction with various stakeholders have been compiled and is reproduced below:

#### What has worked?

- ***The role of women and community groups as drivers/leaders of change:*** The interactions in the field indicated that the role of women groups and other village development committees in steering their pathway of development had played an instrumental role in ensuring the ownership and sustainability of interventions. This emphasised the importance of ensuring decentralised and community driven (bottom –up) approach is essential for sustainable development.
- ***Securing the natural resource base to ensure livelihood security:*** A common observation noted on both field sites was that securing the natural resources (specially in a climate sensitive and water scarce region as Bundelkhand) played a major role in ensuring economic and social security where 80% of the population relies on agriculture as a source of livelihood. This observation brings forth the importance of adopting an integrated approach that perpetuates the triple bottom line – to realise multiple benefits in a synergistic manner.
- ***Innovative models based on service delivery approach:*** Community based process and business innovations that are focused to deliver basic needs and livelihood development needs of the community in a service delivery mode have delivered effective results and yielded benefits along the triple bottom line.

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## What is inhibiting?

- **Lack of awareness among communities in accessing basic rights and entitlements:** One of the highlighted points was that rural communities are most often not aware of all their legal rights and entitlements and are not sensitised to the processes and benefits of accessing them. This observation brought forth that rural communities need to be sensitised to the benefits (behaviour change communication) of development programmes as a first step to achieve real development results – especially in an integrated manner.
- **The lack capacities of the PRIs as umbrella institutions for local socio-economic development:** A common observation among various stakeholders was that the local PRI members do not possess the capacities to facilitate needs and opportunities based action and often lack the integrated perspective of development necessary to achieve sustainable development. This leads to failure on aspects such as converging resources, transparency and long term development thinking.

## Operational Challenges Identified With Integrated Development Models in the Rural Landscape in India

- **Integration of resources at the national, state and local levels:** The lack of a mechanism to effectively channelise the deployment of all public and private sector resources in an integrated and planned manner leads to incomprehensive development action. Such a role should be taken up by the Panchayat and the role of civil society organisations is crucial in facilitating this.
- **Missing conducive environment:** The operationalisation of development programmes often suffers on account of the lack of a conducive environment among the communities. This stems from the lack of willingness of community members to take on the role for steering the development pathway for their communities. Community groups fail to act collectively to demand their rights and basic needs which leads to lack of action and poor development results.
- **Absence of indicators to measure reliability of local and decentralised planning processes:** Various stakeholders expressed that due to absence of indicators for

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local planning, ambiguity prevails in terms of the effectiveness in the planning processes and in turn affects the outputs and outcomes.

- **Compatibility between various local development stakeholders:** One of the major challenges faced in the implementation and sustainability of development interventions is the mutual agreement or compatibility regarding development action among various development stakeholders such as community institutions and the PRIs or various caste groups within the community – all leading to the breakdown of efforts.

## Key Policy Recommendations

Based on the discussions, some key policy recommendations that were made are:

- **Promote and incentivise service delivery models for effective service delivery:** One of the major learnings from the field and the experience of the participants was that service delivery based models that cater to community development needs often lead to effective development as they build the social fabric and promote economic development. Entrepreneurship led delivery models or community process innovations should be incentivised through support programmes/awards and documented for scale up.
- **Ensure the capacity building of PRIs as umbrella institutions to mentor local development:** To ensure improved integrated planning and action, central and state governments should ensure the periodic capacity building of PRI members. PRI should be key players to the implementation and delivery of all development schemes and programmes. These capacity building programmes should focus on aspects of leadership development, integrated development, optimisation of resource utilisation, people responsive planning among others. Micro planning exercises with experts is an effective step in that direction.
- **Strengthen systems for participatory and decentralised planning:** One size does not fit all – systems and processes that capitalise on local resources and opportunities and are responsive to local development needs are likely to lead to desirable results. Process protocols for decentralised planning that are responsive

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and time bound along with indicators to assess these processes of decentralised integrated planning need to be developed, validated and standardised. This could include ensuring that all key decisions should include a minimum level of participation from various community groups, especially the vulnerable and the marginalised.

- **Documentation for Scale:** Policy makers and key decision makers should emphasise documenting processes of successes and failures with appropriate measures of risk management to help dissemination of information and helping scale & replication of effective models of development and governance.



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## Glimpses from TARAgam Yatra 2016



Shri Mangesh Tyagi, Principal Advisor, State Planning Commission, Government of Madhya Pradesh, visited Village Pipra and TARAakshar Stall



Field visit during TARAgam Yatra 2016



Roundtable Consultations during TARAgam Yatra 2016

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## TARagram Yatra 2016 – List of Participants

Name	Organisation
Mangesh Tyagi	Special Advisor, State Planning Commission of Madhya Pradesh
Shafique Khan	State Planning Commission of Madhya Pradesh
Sanjay Mall	Associate Director, World Vision India
Santosh Patnaik	Climate Action Network – South Asia
Pradeep Kumar	Samarthan Foundation
Mr. Manish Surve	CSR Representative, ITC India
Vinay Jha	Rural Development Expert, Saksham
Dr. Naeem Mohammed	Department of Social Work, Bundelkhand University
Dr. Amit Pal	Department of Economics, Bundelkhand University
Mr. Mahi Pal	Faculty, School of Planning and Architecture
Dr. Shameem Ansari	Institute of Management, Bundelkhand University
Mr. Vinay Srivas	Chetna Samaj Seva,
Mr. Siddhi Gopal	Sai Jyoti Gramodhyog Samaj Seva Samiti
Mr. Anurag Jadaun	Parhit Samaj Sevi Sansthan
Dr. S N Pandey	Senior Programme Director, Rural Development, Development Alternatives
Chandan Mishra	Governance and Rural Development Expert, Development Alternatives
Sunanda Jain	Community Development Expert, TARA
Mahua Tripathy	Senior Programme Manager – Governance and Environment, DA

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