

IEC Strategy for Environmental Benefits of MGNREGA



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List of Abbreviations

ACSM	Advocacy, Communication and Social Mobilisation
AIR	All India Radio
APL	Above Poverty Line
APMIP	Andhra Pradesh Minor Irrigation Project
APO	Assistant Programme Officer
ASA	Action for Social Advancement
ASHA	Accredited Social Health Activist
AV	Audio-Visual
AWW	Anganwadi Worker
BCC	Behaviour Change Communication
BCT	Bhoruka Charitable Trust
BPL	Below Poverty Line
CARD	Centre for Action in Rural Development
CB	Capacity Building
CEGC	Central Employment Guarantee Council
CEO	Chief Executive Officer
CFT	Cluster Facilitation Team
CLRC	Cluster Level Resource Centre
CM	Chief Minister
CPR	Common Property Resource
CSO	Civil Society Organisation
CVO	Chief Vigilance Officer
DLRC	District-level Resource Centre
DPC	District Programme Coordinator
DPSIR	Driving Forces-Pressure-State-Impacts-Responses
DRD	Department of Rural Department
DTC	District Technical Committee
DVC	District Vigilance Cell
EB	Environmental Benefit (s)
FA	Field Assistant
FES	Foundation for Ecological Security
FGD	Focus Group Discussion
FM	Frequency Modulation
FY	Financial Year
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GoI	Government of India
GP	Gram Panchayat
GS	<i>Gram Sabha</i>
GVT	<i>Gramin Vikas</i> Trust
HHL	Household Level
HHLI	Household Level Interview
HIMS	Helpdesk-cum-Information and Monitoring System
IAY	<i>Indira Awaas Yojana</i>
ICDS	Integrated Child Development Services
ICT	Information and Communications Technology
IDI	In-depth Interview

IEC	Information, Education and Communication
IHHL	Individual Household Latrine
IPC	Inter-personal Communication
IPPE	Intensive Participatory Planning Exercise
IT	Information Technology
JE	Junior Engineer
M&E	Monitoring and Evaluation
MGNREGA	Mahatma Gandhi National Rural Employment Guarantee Act
MIS	Management Information System
MoEF	Ministry of Environment and Forests
MoRD	Ministry of Rural Development
NABARD	National Bank for Agriculture and Rural Development
NBA	<i>Nirmal Bharat Abhiyan</i>
NFDC	National Film Development Corporation
NIRD	National Institute of Rural Development
NMT	National Management Team
NRLM	National Rural Livelihoods Mission
NRM	Natural Resource Management
PDO	<i>Panchayat</i> Development Officer
PEDO	People Education Development Organisation
PIA	Project Implementing Agency
PO	Programme Officer
PRA	Participatory Rural Appraisal
PRC	Performance Review Committee
PRI	<i>Panchayati Raj</i> Institution
PSA	Public Service Announcement
SATCOM	Satellite Communication
SAU	State Audit Unit
SC	Scheduled Caste
SEGC	State Employment Guarantee Council
SEGM & MT	State Employment Guarantee Mission and Management Team
SHG	Self-help Group
SIRD	State Institute of Rural Development
SMC	School Management Committee
SRIJAN	Self-reliant Initiatives through Joint Action
ST	Scheduled Tribe
TA	Technical Assistant
ToT	Training of Trainers
TSA	Technical Support Agency
TV	Television
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
VHND	Village Health and Nutrition Day
VHSNC	Village Health, Sanitation and Nutrition Committee
VMC	Vigilance and Monitoring Committee
VO	Voluntary Organisation
VTC	Voluntary Technical Corps
WASH	Water, Sanitation and Hygiene
ZP	<i>Zilla Parishad</i>

Glossary

Advocacy

Is a deliberate process, based on demonstrated evidence, to directly and indirectly influence decision-makers, public opinion and/or relevant audiences to support and implement specific policies or actions. It can be done adopting both or either the one-way and two-way modes of communication.

Gram Panchayat

Is a constitutionally elected body and the third tier of local self-government in the village/cluster of villages. It is headed by a *Sarpanch*.

Gram Sabha

Is a general body at the village-level made up of all adult voters in the village.

Indira Awaas Yojana

Is a social welfare programme of the Government of India (GoI) to provide housing for the rural poor.

Inter-personal Communication

An interactive communication between two or more people. This can be completely open or directive. IPC is used to build trust, open up dialogue, facilitate the exchange of perceptions, opinions and knowledge and, last but not the least, support the empowerment of individuals. IPC can be conducted one-to-one or in groups. A specific skill set and an attitude guided by humility and empathy are needed to be able to use IPC effectively.

Janpad Panchayat

Is the intermediate (block) level *Panchayat* in the state of Chhattisgarh.

Mate

Is a worksite supervisor appointed from amongst literate MGNREGA wage-seekers. He/she is in charge of recording attendance and measuring work done.

Mass Media

Is the use of print (newspapers, magazines), television (soap operas, Public Service Announcements (PSAs), talk shows, documentary films) and radio (talk shows, PSAs, audio dramas) to deliver messages to large sections of people.

Mid Media

Are communication interventions which use the media route of local theatre, puppetry, magic shows, local folk forms to promote issues. They are typically used in media-dark areas and help to build an environment around issues.



Outdoor Media

Utilises public spaces such as billboards, advertising spaces in trains, buses or sides of vehicles to deliver messages.

Rozgaar Diwas

Is a one-day event organised at least once a month at the *Gram Panchayat* (GP) level to capture demand for work, issue job cards, allocate work, disclose information, make payment of wages and unemployment allowance.

Rozgaar Sahayak

Is a professional support resource provided to assist the GP in implementation of MGNREGA works.

Social/Community Mobilisation

Is a process that engages and motivates a wide range of partners and allies either at the national or local level to raise awareness of and demand for a particular development objective. This approach is particularly effective when certain new practices need to be socially endorsed before individuals feel confident enough to adopt them.

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Executive Summary

Until the 1970s, environmental conservation, food security and rural economic development were treated as independent sectors. Poor outcomes of sector-oriented approaches catalysed efforts to address environmental and socio-economic problems concurrently. In 2006, the National Rural Employment Guarantee Act (NREGA), later called the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) was enacted by the Government of India (GoI), with the main objective of addressing the mutually reinforcing problems of declining livelihood opportunities and depleting natural resources.

Vital elements of MGNREGA include encouraging participation and demand for development works in the community. Communities are mobilised in the selection and implementation of interventions needed to address Natural Resource Management (NRM).

The Indo-German project “Environmental Benefits of the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA)” aims to contribute to improvement of the livelihood resource base of the rural population by promoting conservation, replenishment and sustainable use of natural resources using the framework of MGNREGA.

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) supports the Union Ministry of Rural Development (MoRD) as well as government departments and *Gram Panchayats* (GPs) in the states of Andhra Pradesh/Telangana, Chhattisgarh and Rajasthan in promoting implementation of MGNREGA works with potential environmental benefits. Information, Education and Communication (IEC) is a key component of the project strategy. With the objective of understanding the existing situation of IEC in MGNREGA and to provide a guiding framework for designing and implementing effective IEC focused on environmental benefits, GIZ commissioned a study. The expected outcomes of the study were:

- a. Clear understanding of the current state of affairs related to IEC with regard to environmental benefits in the project regions and delineation of the minimum criteria for future IEC strategies and their implementation
- b. Recommendations for quality and innovative environmental benefit related IEC approaches and related capacity building for successful implementation.

Methodology

The study has two components:

- Comprehensive desk review of existing documents, reports, materials, systems and processes related to IEC for MGNREGA and its environmental benefits.
- Rapid assessment in selected sites of the project states to provide key observations on knowledge, attitudes, beliefs and practices of target communities as well as service providers related to IEC objectives of MGNREGA.

Sample

The rapid assessment was conducted at GIZ project sites **across three states, six districts and 12 GPs**. The tools included In-Depth Interviews (IDIs) with respondents at the state, district, block and community levels, Focus Group Discussions (FGDs) with *Panchayati Raj* Institution (PRI) and community members (men and women separately) and Household Level (HHL) questionnaires with wage-seekers.

Limitations

- The time frame given for the assessment severely limited detailed assessment, particularly in the desk review where it had not been possible to conduct an exhaustive review of all the existing material on MGNREGA available at the national level. Given that MGNREGA is implemented widely (7,70,000 villages) since 2006 and also has convergence with other programmes like the *Nirmal Bharat Abhiyan* (NBA), National Rural Livelihoods Mission (NRLM) and *Sansad Adarsh Grameen Yojana* (SAGY) and their state counterparts (if existing), it is highly possible that some relevant materials might not have been included in the review.
- The sample size for the rapid assessment was limited to a very small number which may not be representative of the universe under assessment.
- It was not possible to directly observe any IEC activity being implemented. Hence, the team was dependent on feedback received.

Findings

- An IEC strategy exists within MGNREGA at the national level. Though it could possibly provide the conceptual and structural framework for developing messages related to environmental benefits of MGNREGA, currently these benefits do not get the required attention.
- The national IEC strategy for MGNREGA includes a basket of IEC activities to disseminate and reinforce key messages of MGNREGA; however, only two out of 11 key messages have a perfunctory reference to environmental benefits.
- IEC activities at the state level have largely focused on and highlighted the employment generation aspect of MGNREGA, leaving out its potential to accrue environmental benefits.
- Stakeholders under MGNREGA perceive it largely as an employment generation programme.
- Wage-seekers do not perceive the long-term benefits of generating sustainable livelihood opportunities through regeneration of natural resources.
- Knowledge and skills related to IEC through capacity building and supportive supervision appear to be weak, which possibly results in poor planning, structuring and implementation of IEC activities.

Recommendations

Studies in selected areas have demonstrated that MGNREGA works could potentially generate long-term environmental benefits. An IEC strategy with a focus on environmental benefits requires that:

Redefine MGNREGA key message

- Redefine MGNREGA key messages with focus on environmental benefits through MGNREGA works at administrative and community level.
- Highlight the important role that MGNREGA plays in regeneration of natural resources and thus sustainable development.

Revise IEC Strategy

IEC Strategy to be expanded to include the following:

- Audience segmentation for communication.
- Revised key messages with focus on environmental benefits.
- Guidelines for planning IEC activities by different segments of audiences according

to suggested activity plan, key messages and resource matrix.

- Monitoring and Evaluation formats for measuring the outcomes and impact of messages and activities for environmental benefits.
- Detailed capacity building plan for IEC.

Specific Budget for IEC

- Earmark specific budget for IEC activities.
- Allocate budget for evidence-based research studies to inform policy and influence practices.

Capacity Building

- Develop specific training modules for communication with focus on IPC skills as part of the overall induction training module for MGNREGA functionaries at state, district, block and GP levels.
- The key audiences for targeting IEC are:
 - ◆ Stakeholders involved in providing an enabling environment for carrying out environmentally beneficial works through policy formulation and strategic directions.
 - ◆ MGNREGA staff providing support through supervision, handholding and mobilising communities for carrying out environmentally beneficial works under the Act.
 - ◆ Direct beneficiaries of environmentally beneficial works at the GP level.

Monitoring

Establishment of improved systems of monitoring at the state and district levels to ensure wider reach, effective implementation, maintenance of quality standards and enhanced participation.

Effective Tools

- Focus on community mobilisation during the first year and on activities to build capacities amongst field functionaries in IEC/Inter-personal Communication (IPC) skills, Year 2 and Year 3.
- Integrate IPC with mid-media activities like folk theatre, *Rath Yatra*, film shows during school meetings or SHG meetings, *Rozgaar Diwas* etc.
- Expand mid-media to include story cards, short films etc. primarily for community mobilisation.
- Leverage effective existing mid-media activities like Green *Gram Puraskar*, Exhibitions, *Kala Jathas* and *Rath Yatras* as well as incorporate activities like Information Kiosks, Green *Yuva Puraskar* etc. to spread the message of environmental benefits under MGNREGA. Use appropriate IEC material/IPC activities as recommended in the State Implementation Plan to widen reach and strengthen the key messages.





INTRODUCTION



About MGNREGA

In 2006, the Government of India (GoI) passed National Rural Employment Guarantee Act (NREGA), an employment generation scheme in rural India, which was later changed to Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA). The primary goals of MGNREGA include social protection of the most vulnerable groups living in rural India and providing livelihood security to them through creation of durable assets, improved water security etc.

The Indo-German project “Environmental Benefits of MGNREGA” aims to contribute to the improvement of the livelihood resource base of the rural population by promoting conservation, replenishment and sustainable use of natural resources. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) supports the Ministry of Rural Development (MoRD) as well as government departments and *Gram Panchayats* (GPs) in the states of Andhra Pradesh/Telangana, Chhattisgarh and Rajasthan in implementing MGNREGA works with high quality, taking environmental aspects into consideration (*Figure 1 depicts location of GIZ projects*).

Environmental Benefits of MGNREGA Works¹

As MGNREGA works are largely focused on land and water resources, they have the potential to generate environmental benefits. A limited study

(synthesis report) in five states found that about 80% of works in the study districts were related to land and water. The term “environmental benefit” refers to the positive impacts arising from MGNREGA works related to natural resources like land, soil and water and production systems like crops, livestock and plantations. Recommendations of the study included generating and creating access to information related to the status of natural resources, production systems and potential impacts of MGNREGA works.

The information would enable *Gram Sabhas* (GS) and GPs to select and maintain works that can enhance environmental benefits, and in turn, reduce the agricultural and livelihood vulnerability of the rural population that is largely dependent on natural resources.

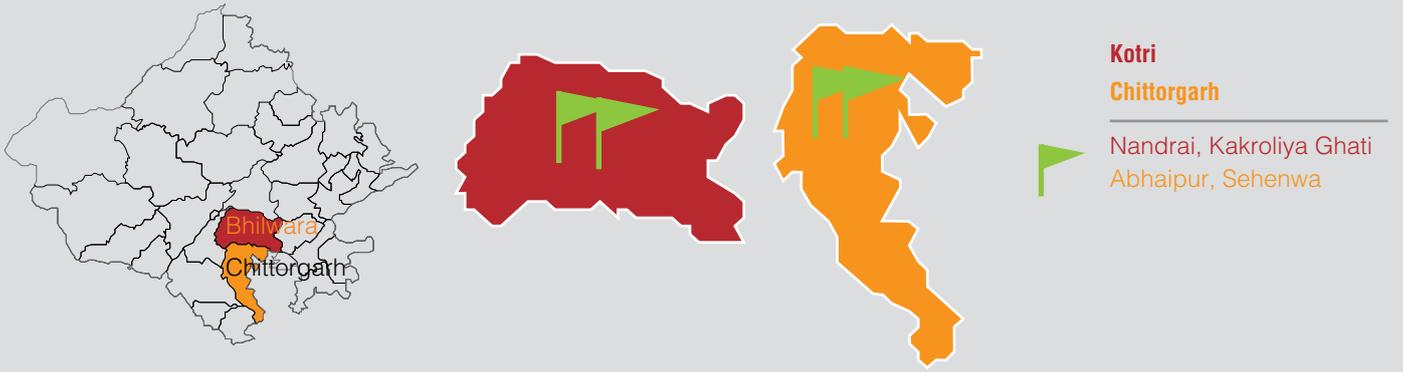
The study indicated that it is necessary to communicate with people about the environmental benefits of MGNREGA works. Towards this end, GIZ commissioned a study comprising of a desk review and a rapid assessment, that would provide a guiding framework for designing and implementing an effective Information, Education and Communication (IEC) strategy and the expected outcomes were:

- a. Understanding the current status of IEC (activities and implementation) in project regions
- b. Recommendations for IEC approaches and related capacity building for successful implementation.

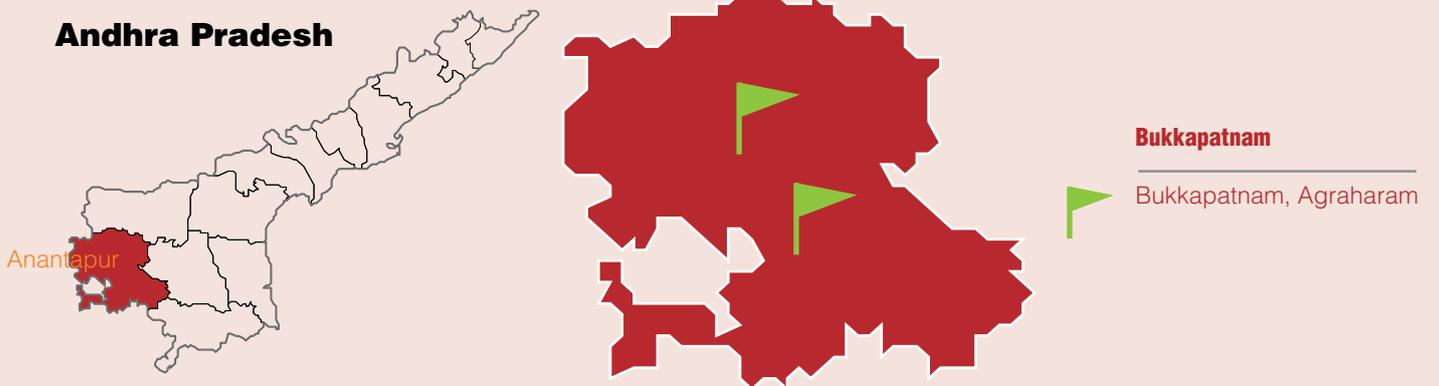
¹ Esteves T, Rao KV, Sinha B, Roy SS, Rai BB, Rao IB, Sharma N, Rao S, Patil V, Murthy IK, Srinivasan J, Chaturvedi RK, Sharma J, Jha SK, Mishra S, Singh AB, Rakhroy HS, Rai S, Sharma R, Schwan S, Basu K, Guerten N, Porsche I, Ranjan N, Tripathy KK & Ravindranath NH, 2013, *Environmental Benefits and Vulnerability Reduction through Mahatma Gandhi NREGA: Synthesis Report*, Ministry of Rural Development and GIZ, New Delhi.

Figure 1: GIZ Project Areas in Andhra Pradesh/Telangana, Chhattisgarh and Rajasthan

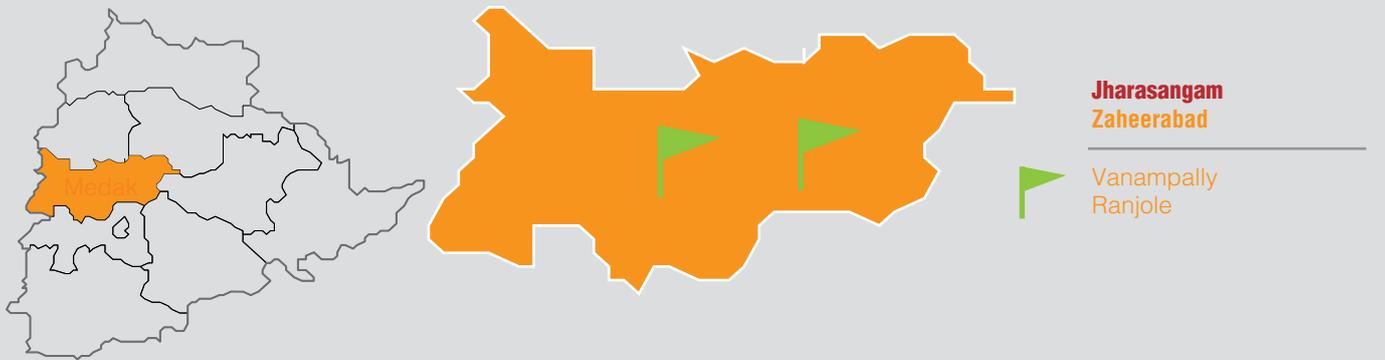
Rajasthan



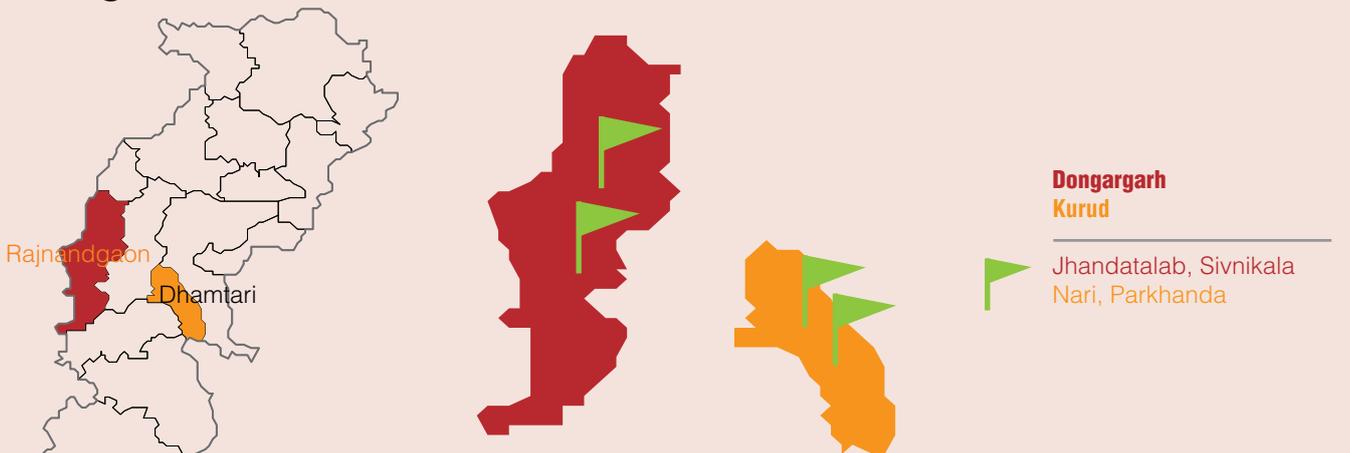
Andhra Pradesh



Telangana



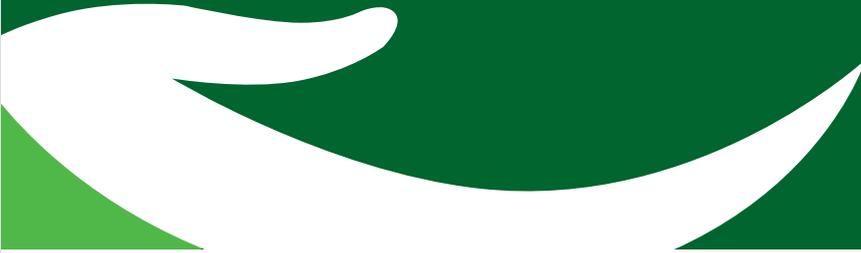
Chhattisgarh



Block/Mandal **Gram Panchayat**



DESK REVIEW



Objectives

The desk review aimed to identify the lessons learnt from recent experiences in IEC implementation and design in areas where they have been documented by the project states, through case studies/best practices, research studies and press releases.

The desk review studied the message-media mix in the existing IEC strategy of MGNREGA. It further reviewed a range of IEC documents/materials to determine their focus on:

- Messages conveying the environmental benefits of MGNREGA
- Coverage of MGNREGA IEC strategy objectives.

The desk review analytical matrix (*see sample Table 1 below*) was used to identify the essential elements of communication used in the IEC materials reviewed, their key pointers for communication and their target audiences. This helped in directing the development of messages and tools for generating awareness about the environmental benefits of MGNREGA. Findings from the desk review were used to inform

the proposed IEC strategy for advocating the environmental benefits of MGNREGA works.

Methodology

The desk review sourced various IEC materials in the following three ways:

- Perusal of the MGNREGA website at the national and state levels
- Sourcing materials from state offices of GIZ and district offices of MoRD
- Web search for materials related to MGNREGA, with focus on environmental issues.

Limitations

- The limited time allotted did not allow for an exhaustive review of the extant material on MGNREGA.
- Majority of the IEC materials have been sourced from institutional and organisational websites, albeit with the understanding that all IEC materials produced since 2006 may not be available in the public domain. (*Refer Annexure 1 for complete desk review report.*)

Table 1: Desk review analytical matrix

Material	Source	Type	Target audience	Issue and description	Key pointers for communication

Key Findings

Given below is the summary of findings from the desk review:

- The national IEC strategy for MGNREGA has put forth two distinct objectives for IEC:
 - a. Augmenting wage employment
 - b. Strengthening National Resource Management (NRM) through works that address causes of chronic poverty like drought, deforestation and soil erosion and encourage sustainable development.
- Of the 11 key messages that the strategy recommends, only two bear a direct connect with the second objective. These messages are: ‘MGNREGA provides “Green” and “Decent” work’ and ‘MGNREGA works address climate change vulnerability, protect farmers from such risks and conserve natural resources’.
- IEC materials reviewed reveal that MGNREGA has been posited as a beneficiary scheme that is geared towards “giving”. Posters, booklets, leaflets etc., reviewed, lack an approach towards building ownership in communities for demanding works that will provide them with long-term benefits, thus, ensuring sustainable development of natural resources. There is no specific focus on environmental benefits of MGNREGA.
- The strategy and reports from studies conducted by Prasar Bharati in 2008 clearly point to the importance of Inter-personal Communication (IPC) as the dominant and preferred approach towards generating awareness and outreach to MGNREGA wage-seekers. IEC plans prepared by the states detail expenditure for the media, including print and electronics. The Andhra Pradesh IEC plan indicates that the state has adopted MGNREGA IEC strategy recommendations to conduct more IPC activities.
- State-level IEC action plans include many activities such as monthly meetings, exposure visits, *Rozgaar Diwas* etc., that are communication platforms with potential use (see Box 1 below for detailed recommendations from state IEC action plans).
- Media advocacy is one of the activities suggested by the existing IEC strategy. However, no media advocacy documents were found with a focus on the environmental benefits of MGNREGA.
- Documents, which are related to capacity building of states on the manner in which MGNREGA works, address vulnerability and how to protect the environment from issues related to climate change. However, the ways in which IEC activities can encourage the states to take up such MGNREGA works were not found during the review.

Box 1: Findings from State IEC Action Plans

Based on the review of IEC Action Plans for the three states of Rajasthan, Chhattisgarh and Andhra Pradesh/Telangana, the following are the observations that are relevant to communication of the environmental benefits of MGNREGA:

- Many activities like media advocacy workshops, wall paintings, audio-visual (AV) programmes on TV and school activities etc., are being carried out. These exhibit potential for dissemination of messages pertaining to the environmental benefits of MGNREGA.
- Workshops are targeted towards *Panchayati Raj* Institution members and district and *Panchayat* MGNREGA staff.
- Most of the above activities are targeted towards beneficiaries for creating awareness and raising participation in MGNREGA.
- Existing IEC does not specifically refer to communication on the environmental benefits of MGNREGA.
- The plans do not include capacity building for communication.
- The plans do not specifically indicate monitoring implementation of IEC activities.
- The plans do not indicate target audiences or the method in which activities used will benefit them. Also, in the absence of results and outcomes, it is difficult to track efficacy of the activity/key message/financial resource etc.



RAPID ASSESSMENT



Purpose

The rapid assessment aimed at understanding the existing situation with respect to IEC processes, practices and resources in the three project states with particular focus on environmental benefits.

The rapid assessment also aimed at understanding **current awareness, behaviours and practices** among wage-seekers and functionaries (worksite supervisors, Technical Assistants (TAs) etc..) toward MGNREGA works and related environmental benefits; and tried to understand capacities of key stakeholders for implementing IEC activities at the state, district and GP level.

Methodology

The assessment used the United Nations Environment Programme (UNEP) Driving Forces-Pressure-State-Impacts-Responses (DPSIR) framework that assesses the driving forces of an issue (here the environmental benefits of MGNREGA), pressures, impacts and responses and collects information that can be analysed for

the circumstances under which this behaviour is displayed and the final result of this interplay.

The rapid assessment was conducted in two districts per state and two GPs per district. The assessment included In-depth Interviews (IDIs) with respondents at the state, district, block and community levels, Focus Group Discussions (FGDs) with PRI members and community members (men and women separately) and Household Level (HHL) questionnaires with wage-seekers (*refer Annexure 2 for tools used during rapid assessment*).

Data collection was undertaken by trained teams in the four states as follows:

- Rajasthan – Sept 15-20, 2014
- Chhattisgarh – Sept 22-27, 2014
- Andhra Pradesh and Telangana – Sept 22-29, 2014

Respondents sampled included MGNREGA officials at the state, district and block levels along with PRI members involved in implementation of MGNREGA at the community level and the wage-seekers themselves. The state-wise breakup of sampled respondents is provided in Table 2 (*refer Annexure 3 for a detailed list of state-wise respondents*).

Table 2: State-wise breakup of sampled respondents

Tool	State				Total IDIs/FGDs/HHLs
	Rajasthan	Chhattisgarh	Andhra Pradesh	Telangana	
IDI (State)	3	4	2	1	10 IDIs
IDI (District)	6	9	4	6	25 IDIs
IDI (Block)	7	5	3	3	18 IDIs
IDI (GP)	8	20	2	2	32 IDIs
FGD (PRI)	-	3	2	2	7 FGDs
FGD (Community)	8	8	4	4	24 FGDs
Household Level Interview (HHL)	16	24	9	11	60 HHLs

Findings from the assessment, thus compiled, have been utilised for preparation of the IEC strategy for environmental benefits of MGNREGA (refer Annexure 4 for state-wise findings from the rapid assessment).

Stakeholder Matrix

Implementation of MGNREGA involves the roles and responsibilities of a large number of stakeholders

from the village to the national level. Key stakeholders identified by the operational guidelines of MGNREGA include not only wage-seekers but also District Programme Coordinators (DPCs), Civil Society Organisations (CSOs), GPs, Self Help Group (SHG) members etc.

Stakeholders in implementation of MGNREGA at the national, state, district, block and village levels are enlisted in Box 2:

Box 2: MGNREGA Implementing Stakeholders

National Level	State Level	District Level	Block Level	Village Level
a. Central Employment Guarantee Council (CEGC) a. MoRD	a. State Employment Guarantee Council (SEGC) b. State Government	a. District Programme Coordinator (DPC) b. District Programme Officer (DPO) c. District Panchayat	a. Programme Officer (PO) b. Intermediate Panchayat	a. Wage-seekers b. GS c. Ward Sabha d. GP

Limitations

The rapid assessment had certain limitations:

- The available time frame limited a detailed assessment.
- The sample size for the assessment was very small given the time constraint and limited spread of the GIZ project GPs. Thus, it may not represent the state-level situation in totality.
- Findings of the rapid assessment cannot therefore be extrapolated to the larger MGNREGA programme.

- The team could not observe IEC sessions in practice, and therefore, was unable to judge first hand the skills/competencies of stakeholders in the use of IEC. The team depended on feedback from various respondents and review of documents.

The situational analysis is based on the rapid assessment that was conducted in 2014 in Andhra Pradesh/Telangana, Chhattisgarh and Rajasthan.



SITUATIONAL ANALYSIS



Institutional Structures and Functions under MGNREGA^{2,3}

At the central level, MGNREGA is administered by MoRD, GoI which is responsible for making rules and operational guidelines under the Act. CEGC advises MoRD on various implementation aspects. A National Management Team (NMT), under MoRD, is responsible for programme management.

Each of the three state governments has set up a SEGC to advise the state Department of Rural Development (DRD) on implementation of the Act. The State Employment Guarantee Mission and Management Team (SEGM & MT) coordinates implementation of the Act. All three states have established independent State Social Audit Units (SAUs). At the district level, District Technical Committees (DTCs) have been established along

with the Voluntary Technical Corps (VTC) and the Ombudsman. The DPC coordinates IEC campaigns at the district level. At the village level, the GP is at the forefront of MGNREGA and is responsible for generating awareness and social mobilisation (Source: CRISP Modules).

With regard to IEC, there should be dedicated IEC officers at the national, state and district levels. The states and districts visited during the rapid assessment had these positions filled. In Rajasthan and Chhattisgarh, the district-level IEC officer was also responsible for coordinating training and capacity building for MGNREGA functionaries at the block and GP levels (refer Annexure 5 for state-wise MGNREGA organisational structure). However, in Andhra Pradesh/Telangana, the IEC officer appointed was dedicated exclusively to IEC activities. The detailed functions of stakeholders at each level are given in Table 3.

Table 3: Detailed functions under MGNREGA

Structure	Function
National level	
MoRD, GoI	Issue operational guidelines for effective implementation of the Act; monitor progress; revision of the Scheme within the parameters of the Act; release of funds on time and other functions as per the Act
CEGC	Establish a central evaluation and monitoring system; advise the Central Government on all matters concerning implementation of the Act; monitor implementation
NMT	Programme management; human resource development and capacity building; monitoring and evaluation (M&E); Information Technology (IT); social audit; vigilance and grievance redressal

² http://nrega.nic.in/netnrega/writereaddata/Circulars/CRISP_Modules.pdf

³ Operational Guidelines MGNREGA. 2013. 4th Ed. MoRD

Structure	Function
State level	
Department of <i>Panchayat</i> and Rural Development/DRD	
SEGC	Advise the state government on implementation of the Scheme; evaluate and monitor the Scheme within the state; promote the widest possible dissemination of information about this Act and schemes under it.
SEGM & MT	SEGM is headed by a senior officer (Secretary/Commissioner MGNREGA), designated as Chief Executive Officer (CEO) of the Mission. Thematic experts provide oversight, build capacity, resolve problems and monitor quality of programme implementation at the district, cluster and GP levels.
State SAU	SAU is an independent agency which is not involved in planning and implementation of the Scheme but possesses adequate experience of having worked in rights and entitlement-based programmes.
State Vigilance Cell	At the state level, the Vigilance Cell consists of a Chief Vigilance Officer (CVO) whose functions include: receiving complaints about implementation of MGNREGA in writing/orally or through mobile/telephone/internet and getting it verified either directly or through District Vigilance Cell (DVC), depending on the seriousness of the complaint.
District level	
District <i>Panchayat</i>	Role not defined in CRISP Module.
DPC	The District Collector/CEO, <i>Zilla Parishad</i> is designated as the DPC for implementation of MGNREGA. The DPC shall be responsible for the overall coordination and implementation of the Scheme in the district.
DTC	Set up to guide implementation of the Act. The DTC will lay down norms to ensure the quality of assets being created under MGNREGA.
VTC	VTCs set up at cluster and district levels include experts in different areas of NRM, engineering, social mobilisation etc., and work in partnership with the Cluster Facilitation Team (CFT), BRC and DTC.
DVC	Perform inspections and takes follow-up actions; oversee functioning of local Vigilance and Monitoring Committee (VMC).
Ombudsman	Receives complaints from MGNREGA wage-seekers and others on specified matters; considers such complaints and passes awards within 30 days from the date of receipt of the complaint suggests redress, disciplinary and corrective action; nominates his/her awards to DPC of the district and Secretary, State Nodal Department.
Block level	
Intermediate <i>Panchayat</i>	Approve block-level plan for forwarding to district <i>Panchayat</i> at the district level for final approval; supervise and monitor projects taken up at GP and block levels.
PO	Ensure employment within 15 days of demand; consolidate and scrutinise proposals from GP; submit block plan to district <i>Panchayat</i> ; baseline survey of works; monitoring/supervision of works; payment of wages; record keeping.
BRC	Resource and facilitation centre for knowledge inputs; capacity building and convergence.
Junior Engineer (JE)	Responsible for preparation of work estimates; gives layout of work for construction/civil works under MGNREGA; obtains necessary technical and administrative approval; monitors execution of work as per prescribed procedure and provides technical supervision.

Structure	Function
Cluster level	
TA	Assists GP in identifying and conducting measurement of works. TA should be appointed for a cluster of villages. S/he should be trained in estimating and measuring works pertaining to watershed development, NRM, agriculture, horticulture and so on.
CFT	Established in convergence with National Rural Livelihoods Mission (NRLM), CFTs are responsible for capacity building. Operating in a cluster of GPs, they comprises of three specialists: community mobilisation, soil and moisture conservation and agriculture.
Computer Operator-cum-Accounts Clerk	Assist GP or PO in data entry and maintenance of MGNREGA accounts.
GP level	
GP	GP is the main implementer at the village level, that is responsible for registering job applicants, issuing job cards, conducting surveys to assess demand for works, identification, planning, allotment and monitoring of works. They are also responsible for maintaining records of works done, muster rolls and accounts and payments. In addition, the GP is responsible for awareness generation and social mobilisation, convening GS, planning and social audit.
<i>Panchayat</i> Development Officer (PDO)	PDOs assist <i>Panchayats</i> in decentralised/convergent planning under MGNREGA by taking up the participatory planning approach, implementation and monitoring of MGNREGA.
<i>Gram Rozgaar Sahayak</i>	<i>Gram Rozgaar Sahayak</i> will assist the GP in executing MGNREGA works at the GP level.
Mate	Supervises work-sites; captures daily attendance in muster roll; gives daily mark-outs to groups of wage-seekers and records initial weekly measurements; Facilitates applications for job-cards; facilitates demand for work from individual wage-seekers or groups of wage-seekers; facilitates participatory identification of works in the GP; and creates awareness about rights and entitlements under MGNREGA.
Vigilance and Monitoring Committee (VMC)	Visits work sites to verify records and onsite facilities; assesses quality of materials and cost; provides end-of-work report on satisfactory completion including qualitative assessment of nature of work and its usefulness.

Technical Support Agencies (TSAs) and Civil Society Partners

National Level

At the national level, United Nations Development Programme (UNDP), has been supporting the GoI since the inception of MGNREGA in the areas of Information and Communications Technology (ICT) innovations, monitoring, research, awareness generation and capacity building.

In addition, the National Film Development Corporation (NFDC), provides technical guidance and support in developing Public Service Announcements (PSAs).

State and District Levels

The government's management and institutional structure is supported at the district level and below by specialised TSAs for technical guidance, capacity building, social mobilisation and awareness generation.

Andhra Pradesh

- At present, there are no TSAs at the state level.

Chhattisgarh

- In cooperation with UNDP, three consultants were appointed from UNDP to support the state government on financial inclusion, M&E and social audits with one consultant currently working. GIZ provides technical and capacity

building support to the state, districts and GPs in planning and implementation of activities related to environmental benefits.

- Under convergence with MGNREGA, NRLM and the CFT strategy, nine CSOs have established 49 CFTs in 26 blocks to support GPs in work quality, demand promotion and planning.

Rajasthan

- GIZ provides technical and capacity building support to the state, districts and GPs in planning and implementation of activities related to environmental benefits.
- Foundation of Ecological Security (FES) and *Sewa Mandir* work as Project Implementing Agencies (PIAs) at the GP level.
- Under convergence with MGNREGA, NRLM and the CFT strategy, 13 CSOs are working to support GPs in work quality, demand promotion and planning (refer Annexure 6 for a detailed list of TSAs).

Allied Sector Partners

The offices of MGNREGA at all levels are supported by the National Institute of Rural Development (NIRD) (national level) and State Institutes for Rural Development (SIRDs) for capacity building of functionaries.

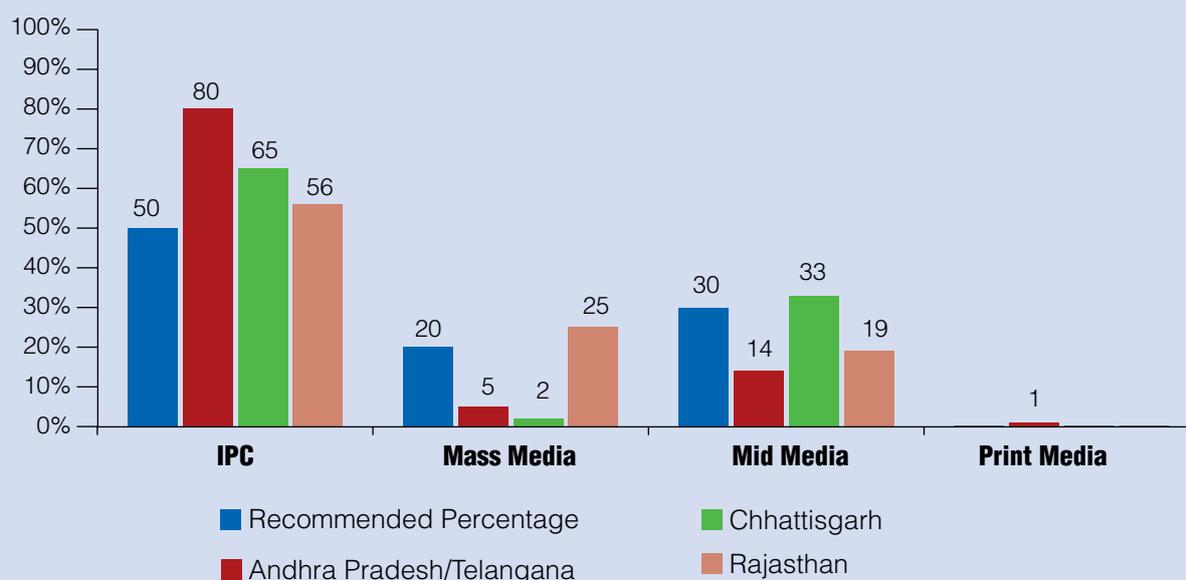
Training modules are primarily centred on the technical and procedural aspects of MGNREGA. IEC content is limited to three pages in Module 6 of the Comprehensive Module⁴ and two paragraphs in Module 6 of the CRISP Module. IEC is covered only as part of induction training in Comprehensive Course 1 without complete capacity building on the how, what and why of IEC.

IEC Budgets and Expenditures

State IEC Budgets (2014-15)

At the national level, IEC Action Plan, “Reaching the Unreached”, recommends allotting 50% of the IEC budget for IPC activities, 30% for mid media and 20% for mass media. This recommendation is based on findings from a study conducted by *Prasar Bharati*⁵ which states that 61.6% of communication that works in rural areas for MGNREGA is embodied by some form or the other of IPC. A review of IEC budgets (Fig. 2) of the three states⁶ reveals that allocations across different media conform to national norms. Details of the break-up for each state are given in the budget plan under each state.

Figure 2: State-wise IEC budgets



⁴ http://nrega.nic.in/netnrega/writereaddata/Circulars/CRISP_Modules.pdf, http://nrega.nic.in/netnrega/writereaddata/Circulars/Comprehensive_Module.pdf

⁵ Impact Assessment Study of Flagships by Prasar Bharati (2009). A Report by CMS.

⁶ State websites of MGNREGA.

Expenditures for the year 2013-14 are not available as this is the first year that IEC activities are being planned separately. There is no separate budget provision for IEC. Instead of the total MGNREGA budget, 6% is earmarked for IEC which includes training as well as salaries of IEC staff.

Break-up of State IEC Budgets

Andhra Pradesh/Telangana

- Andhra Pradesh/Telangana shows that **80% of their budget is being spent on IPC** which is distributed between *Kala Jatha* and display materials (flex).
- **Mass media and print media together account for 6% of the budget**, of which 1% comprises mass media and includes Mana TV.
- **Mid media accounts for 14% of the total IEC budget of the state.**

Chhattisgarh

- In Chhattisgarh, **65% of the total budget is earmarked for IPC activities.** These include programmes like *Hamar Muniyadi*, *Rozgaar Diwas*, workshops, exposure visits, pledge-taking, media workshops etc. There is also a radio programme called "*Mile sur mera tumhara*". A pilot project for use of this programme is being conducted in one GP in Dhamtari which can be replicated if successful.
- **Mid media forms 33% of the budget** and includes documentation of best practices, letter to the GP from the Chief Minister, award for MGNREGA work, short video documentary and wall paintings. Wall paintings are the most

common mode of providing information related to MGNREGA. Village *Choupal* and *Muniyadi* by *Kotwal* are some other community-based communication methods.

- **Mass media forms 2% of the total budget** and includes newspaper slogans, web-based announcements, press releases and social network-based advocacy. Most homes (70%) have Doordarshan viewership, while MGNREGA information is aired on ETV which is viewed in 30% of homes.

Rajasthan

- The analysis indicates scope for including messages related to environmental benefits of MGNREGA within the given activities. **In the budget, 56% is earmarked for IPC.** The IEC budget also includes funds for leaflets, flip charts, cards, games and kiosks.
- **Mass media comprises 22% of the total budget** and includes television (TV) spots and All India Radio (AIR)/Frequency Modulation (FM) documentaries.
- **Mid media forms 19% of the budget** and includes documentary films, wall paintings and a help desk.

Tools and Media used for IEC

Details of tools and media used in each state for IEC are given in Annexure 7 with the IEC messages in each tool, its outreach and observations related to the tools and messages that have been used in recommending IEC activities with potential to deliver messages on EB of MGNREGA.

Case study 1

Making Communities Aware

Bhilwara District, Rajasthan

What

In Bhilwara, Foundation for Ecological Security (FES) is undertaking development of pasture land in 567 hectares and soil and moisture conservation measures on 585 hectares under MGNREGA in 10 *Panchayats*.

How

FES pro-actively mobilises community members to participate in the *Rozgaar Shivirs* organised biannually where community members from all GPs are invited. A variety of tools like flip books and methods like home visits and awareness generation during monthly meetings at the GP levels, for conducting IEC sessions are used. FES has mobilised additional resources through corporate partnerships

“Truck mein log bhar-bhar ke aate hain. Bahut bada shivir hota hai. FES wale wahan Rozgaar garentee ke kaamon ke bare mein jankaari dete hain. Logon mein abhi kafi jagrukta bhi hai Rozgaar garentee ke bare mein.”

(People come in trucks from various GPs. It is a grand event. FES organises this function where information is given about MGNREGA works and their benefits and people are made aware of their rights under this scheme)

- Quote from an FGD with men



Impact

During the rapid assessment, it was observed that knowledge and awareness levels of the community regarding environmental benefits of MGNREGA works was much higher in areas where FES conducted these exercises among communities. Job card holders participated in the bimonthly *Rozgaar Shivir* which could possibly have contributed to increased awareness among wage-seekers. Comparatively, more MGNREGA works were completed in Bhilwara (*bhumisudhar, medhbandi etc.*) Respondents were able to understand correlation of works with long-term benefits to communities.

Barriers to Communication

A communication barrier is anything that can affect or distort the way in which communication is given. Barriers may be systemic, personal or physical and can impact the overall result of the communication. In the context of this strategy, we define barriers as those that hinder transmission of messages for environmental benefits of MGNREGA works. We look at these barriers under the following levels (see Tables 4, 5 and 6 for state-wise barriers):

- **Policy Level:** What policy issues at the national/state levels hinder communication of environmental benefits messages for MGNREGA?
- **Administrative Level:** What planning/ implementation issues hinder communication of environmental benefits messages for MGNREGA?
- **Community Level:** What access/empowerment issues hinder communication of environmental benefits messages for MGNREGA?

Andhra Pradesh/Telangana



Table 4: Barriers to communication in Andhra Pradesh/Telangana

Policy	Administrative	Community
<ul style="list-style-type: none"> ● MGNREGA is perceived largely as an employment generation programme and focus on environmental benefits is peripheral. ● Environmental benefit strategy is not reflected in the Plan for IEC. ● Limitation of IEC-related skills to convey environmental benefits of MGNREGA to district, block and GP levels. 	<ul style="list-style-type: none"> ● Lack of IEC training affects quality of communication and information dissemination. ● MGNREGA is perceived largely as an employment generation programme with peripheral focus on environmental benefits, thus, limiting implementation of IEC for environmental benefits. ● Lack of sufficient and relevant environmental benefits related IEC materials. ● Lack of monitoring impacts planning of effective communication. 	<ul style="list-style-type: none"> ● Less frequent interactions between functionaries and MGNREGA wage-seekers. ● PRI members are approached by 60% members for information. However, they are currently being sidelined in MGNREGA to avoid political influence. They can be useful in information dissemination. ● Poor community participation in planning works. ● Lack of use of available IEC tools, e.g., AV tools exist but are not shown to communities.

Chhattisgarh

Table 5: Barriers to communication in Chhattisgarh

Policy	Administrative	Community
<ul style="list-style-type: none"> ● MGNREGA is perceived largely as an employment generation programme and focus on environmental benefits is peripheral. ● Environmental benefit strategy is not reflected in the Plan for IEC. ● Limitation of IEC-related skills to convey environmental benefits of MGNREGA to district, block and GP levels. 	<ul style="list-style-type: none"> ● Lack of IEC training affects quality of communication and information dissemination. ● Lack of sufficient and relevant environmental benefits related IEC materials. ● Lack of monitoring impacts planning of effective communication. ● MGNREGA is perceived largely as an employment generation programme with limited focus on environmental benefits, thus, restricting implementation of IEC for environmental benefits. ● Delay in release of funds impacts activities (including IEC) on the ground. 	<ul style="list-style-type: none"> ● Lack of community participation in planning works - GS and <i>Rozgaar Diwas</i> are held but primarily to inform about works already decided. ● The Majority of the women do not attend GS or visit <i>Panchayat</i> offices, thus remaining excluded from information. ● Lack of rapport between functionaries and MGNREGA wage-seekers.

Rajasthan

Table 6: Barriers to communication in Rajasthan

Policy	Administrative	Community
<ul style="list-style-type: none">● MGNREGA is perceived largely as an employment generation programme and focus on environmental benefits is peripheral.● Environmental benefit strategy is not reflected in the plan for IEC.● Limitation of IEC related skills to convey environmental benefits of MGNREGA to district, block and GP levels	<ul style="list-style-type: none">● Capacity building for IEC and communication skills not planned.● MGNREGA is perceived largely as an employment generation programme with peripheral focus on environmental benefits which limits limiting implementation of IEC for environmental benefits.● Delay in release of funds impacts activities (including IEC) on the ground.● Unfilled staff vacancies lead to lack of people to implement activities at the field level.	<ul style="list-style-type: none">● Limited use of appropriate IEC materials, for example, text-heavy leaflets for low-literacy audiences at the community level.● GPs are not sensitised to empower communities to demand works.● Lack of community participation in planning works - GS and <i>Rozgaar Diwas</i> are held but primarily to inform about works already decided.● Caste conflicts lead to problems in taking up works that need community involvement.

Case study 2

Fostering Change through Peer Learning

Anantapur District, Andhra Pradesh

What

A concerted effort was made to enable cross-learning and peer-learning through sharing of information and success stories.



How

Farmers were engaged through field visits and sharing of success stories. Successful farmers were asked to share their positive experiences and before/after situations were captured through photographs so that people could be shown tangible proof of benefits of taking up MGNREGA works. When farmers saw that others like them had adopted certain practices and undertaken works that had yielded benefits, they would be most likely to adopt similar practices.

Impact

This resulted in attitudinal changes and greater uptake of MGNREGA works. The positive impact is indicated by increasing the acreage (30,000 acres) that has been brought under horticulture.

Source: Additional Project Director, Anantapur



IEC STRATEGY FOR ENVIRONMENTAL BENEFITS OF MGNREGA



The approach of the proposed “IEC Strategy for Environmental Benefits of MGNREGA” lies within the overall framework of IEC for MGNREGA at the national level and takes into account the need for sensitisation based on an understanding of the integrated approach to livelihood and NRM.

It is understood that for a community to adopt behaviours for sustainable development, changes have to be brought about at the level of key individuals, which in turn, will trigger behavioural change response in the community. The maximum efficiency is seen where an enabling environment is provided by laws and policies that will support communities. In the context of MGNREGA, for

example, this will mean evolving approaches that empower communities to demand works that contribute to sustaining the environment besides generating wage employment. This will thus provide greater returns to communities in the long run. The proposed IEC strategy is based on the above mentioned understanding.

IEC Needs of MGNREGA Stakeholders

Based on the rapid assessment and findings from the desk review, the following stakeholders have been identified with their corresponding IEC needs (see Table 7 below).

Table 7: Stakeholders of MGNREGA and their IEC needs

Stakeholder	IEC needs
National level CEGC and MoRD	<ul style="list-style-type: none"> ● Strategising on advocating and communicating environmental benefits of MGNREGA right upto GP level ● Research-based evidence on potential environmental benefits of various NRM works ● Proactive endorsement of research studies and case studies for generating evidence for environmental benefits of MGNREGA
State level SEGC and State MoRD	<ul style="list-style-type: none"> ● Sensitisation on importance and potential of environmental benefits in MGNREGA works ● Evidence-based advocacy ● Training on aspects of IEC like planning, research, implementation, development of messages, monitoring IEC activities
District/block level DPC/Block Programme Officer/District IEC Officer	<ul style="list-style-type: none"> ● Sensitisation on importance and potential of environmental benefits in MGNREGA works ● Awareness on provisions of the Act with regard to environmental benefits ● Planning and implementation of IEC activities ● Development of IEC materials ● Monitoring of IEC activities

Stakeholder	IEC needs
GP level PRI members, <i>Sarpanch</i>	<ul style="list-style-type: none"> ● Sensitisation and knowledge of importance and potential of environmental benefits in MGNREGA works ● Awareness of provisions of the Act with regard to environmental benefits ● Planning and implementation of IEC activities
Community	<ul style="list-style-type: none"> ● Sensitisation and knowledge of environmental benefits works ● Participation and empowerment of community for demanding environmental benefits works ● Messages on how MGNREGA works can help in drudgery reduction for women in terms of fuel wood and water collection, plantations and water resource development ● Encouraging backyard horticulture for nutritional improvement, especially in women and children.

Goals and Objectives

The overall goal of the proposed IEC strategy for environmental benefits of MGNREGA is to increase the number of works demanded, taken up and completed under MGNREGA by the community for regeneration of natural resources leading to sustainable development.

Based on the objectives of MGNREGA, objectives of IEC for environmental benefits of MGNREGA are:

- Advocacy and sensitisation for proactively building a focus on environmental benefits of MGNREGA at the national and state levels.
- Build skills at the state and district/block levels to plan and execute IEC activities with focus on communicating environmental benefits.
- Sensitise GPs and PRI members to help village communities select and demand work that

will have environmental benefits on natural resources in the community.

- Sensitise, make aware and educate community members about the importance of NRM leading to increased demand for works with potential environmental benefits.
- Build skills of service providers to handhold and support work taken up by the community for regeneration of natural resources.

Target Audience

The target audiences identified are grouped as given below in Box 3:

Primary, secondary and tertiary participants may change based on the objectives for communication and results desired.

Box 3: MGNREGA implementing stakeholders



Segmentation

While developing audience-specific messages, it is necessary to find a “hook” for each of the groups to be addressed by the IEC strategy. For this, it is important to understand the stake that each group claims in ensuring environmental sustainability.

The IEC strategy discerns stakeholders in four categories as follows in Box 4:

Box 4: Segmentation of stakeholders

<p>The Subjects</p> <p>MGNREGA wage-seekers, women, Mates</p>	<p>The Players</p> <p>PRI members, <i>Sarpanches</i>, TAs, <i>Rozgaar Sahayaks</i>, district and block officials</p>
<p>The Crowd</p> <p>Above Poverty Line (APL) households, physically challenged, service providers including frontline functionaries</p>	<p>The Context Setters</p> <p>National and state-level MGNREGA officials</p>

The Players become the key to the success of the IEC strategy and need to be actively groomed. Decisions related to works undertaken in MGNREGA are influenced by *Sarpanches* and district and block officials. The strategy involves GP members and addresses them in order to sensitise them to take up works that would be more sustainable, and they, in turn, will influence works taken up by the community. This group will also include opinion makers in the community who can influence the crowd for taking up certain works.

The Context Setters have a strong influence on the Players. They include MGNREGA functionaries at the national and state levels. They will inform and

influence policy towards generating environmental awareness and create an enabling environment for taking up environmental benefit works. It is important for the strategy to advocate for building their interest and harness their power in order to bend their priorities towards the environmental aspect of MGNREGA. Enhancing their knowledge and sustained advocacy with them are important inputs at this level.

The Subjects have some knowledge about the issue. They are supportive but lack the capacity for impact. They serve as a link between the Crowd and the Players and they have an interest in getting MGNREGA works. They may not have the knowledge required for sustainability of MGNREGA works but they can be well used to advocate for adapting an environmental benefit approach towards MGNREGA. The Subjects include wage-seekers and Mates.

The Crowd includes stakeholders with little interest in or influence over desired outcomes. However, they are important for the IEC strategy, not because they use the MGNREGA as a livelihood option but because they stand to benefit from development of natural resources in the village ecosystem. In the context of MGNREGA, these would be mainly Above Poverty Line (APL) households (HHs), physically challenged people and service providers including frontline functionaries etc.

By influencing the two groups of Context Setters and Players and also involving Advocates, the strategy will focus on pulling more and more groups away from the Crowd and involving them in efforts towards generating environmentally sound works for regeneration of natural resources.

Resource Requirements

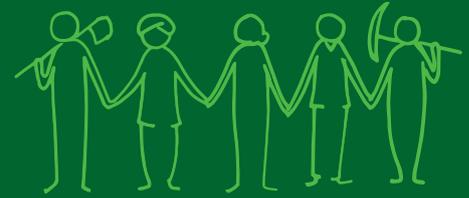
Based on the preliminary assessment from the desk review and the rapid assessment in the three states, the resource requirements have been identified for generating environmental benefits-related communication (*see Table 8*):

Table 8: Resource requirements for IEC

What needs to be done	Purpose
Research	
Time series research and monitoring to assess environmental benefits of MGNREGA works	Inform policy on IEC for environmental benefits of MGNREGA
Documentation	
Reporting on environmental benefits accrued from MGNREGA works	Gather evidence for advocacy and communication on environmental benefits of MGNREGA
Documentation of best practices for environmental benefits	Generate evidence for advocacy
IEC material development	
Conversion of reports to IEC	Sensitise and mobilise communities for taking up MGNREGA works with environmental benefits
Development of print materials with focus on environmental benefits	IPC
Development of IPC activities with focus on IEC for environmental benefits of MGNREGA	Community mobilisation for environmental benefits activities
Development of scripts for <i>Kala Jathas</i> and street plays around environmental benefits	Community mobilisation for environmental benefits activities
Development of short documentaries and films on processes of environmental benefits works and outcomes; impacts of such works	Conduct IPC using films that depict before/after scenarios in order to increase community involvement for taking up environmental benefits works
Training modules	
Planning and implementing IEC activities	Skills for planning and implementing IEC activities
Skills for conducting an IPC session	Skills for conducting IPC sessions, using various opportunities, handholding and monitoring IEC activities
Training of Trainers (ToT) module for IEC	Prepare a cadre of systems trainers for IEC
Infrastructure and equipment	
Development of interactive kiosk	Set up at exhibitions by state and district IEC cells with interactive communication activities for understanding environmental benefits of MGNREGA with Pico projectors, mobile phones, computers
Mobile van for IEC activities with AV facilities	Community mobilisation for environmental benefits activities; mobile exhibitions



KEY ACTION PLAN



Communication approaches suggested for all three states are based on opportunities and practices for communication identified during the course of the assessment and comprise good practices that can be adopted across the three states. The communication approach therefore suggests utilisation of activities already being carried out within MGNREGA and creates scope within those activities for delivering identified key messages along with imparting skills for conducting the IEC activities (see Table 9).

IPC

Since IPC is the preferred mode of communication, activities given in Table 6 reflects this preference. Tools to be used for IPC can include short films and documentaries, story cards and jingles.

Print and Mid Media

Used together, print and mid media can help in bringing issues together into the limelight and promoting discussion around which behaviour change can be initiated. IEC materials prepared need to have more graphic content and less text, given the profile of the target audience. Stand-alone materials like posters and banners or giveaways like leaflets need to be used minimally. Materials like flip books, story cards, scripts etc., that are to be used by a facilitator should be given more prominence. Television programmes are a popular mode of communication and should be used judiciously. Newsletters and in-house magazines are also useful for circulation among stakeholders and can carry important messages.

Mass Media

Given that television is a popular medium in all three states, its proactive use is important for disseminating messages related to environmental benefits of MGNREGA. Public Service Announcements (PSAs) currently prepared by NFDC pertain to messages on rights under MGNREGA but environmental benefit messages should be integrated in them. During the rapid assessment, radio was not found to be a popular medium. In Chhattisgarh, at the village level, it was found that radio programmes are being played at tea stalls and this opportunity can be used to convey environmental benefit messages through catchy jingles. In Rajasthan, Satellite Communication Network (SATCOM) is a video conferencing facility being used by the state departments to dialogue with district and block offices. This network should be used for advocating about environmental benefits with the 'Players' and 'Context Setters'.

Social Media

Mobile messaging and cold calling may be used to some extent within the community of MGNREGA wage-seekers to impart messages. At the PRI or staff level, use of mobile messaging and Facebook is recommended for mobilising and sensitising PRIs about environmental benefits of works. They can also be used for sharing best practices.

Advocacy

Advocacy needs to be conducted with influential groups to ensure that appropriate categories of

works in the context of natural resource regeneration are selected and communities are made aware of the need to take up and complete these works. For advocacy, various fora can be used like media advocacy workshops, PRI workshops etc. Newsletters and magazines for circulation among stakeholders ('Players' and 'Context Setters') of MGNREGA can carry stories of best practices supported by PRI members.

Community Mobilisation

Mobilising communities is the crucial need for generating demand for environmental benefit works under MGNREGA. This can be done through several activities like school programmes, SHG meetings, *Rozgaar Diwas* etc., focused around IPC.

Table 9: Key IEC Activities

IPC	<ul style="list-style-type: none"> ● One-to-one communication sessions ● Small group meetings ● <i>Panchayat</i> GS meetings ● SHG meetings ● Youth group meetings ● School activities ● Exposure visits ● Village Health and Nutrition Days (VHNDs) ● Worksite visits ● Convergence activities with Health, Integrated Child Development Services (ICDS) and Education Departments ● Training
Community Mobilisation	<ul style="list-style-type: none"> ● Community gatherings during events and fairs ● Local festivals ● <i>Rozgaar Shivir</i> and <i>Rozgaar Diwas</i> ● Social audit and Intensive Participatory and Planning Exercises (IPPE) ● Local traditional practices
Mid Media	<ul style="list-style-type: none"> ● Street plays ● Wall paintings and hoardings, kiosks, exhibitions, drumming, letter from Chief Minister (CM) to GPs, Satellite Communication SATCOM sessions
Print Media	<ul style="list-style-type: none"> ● Leaflets, flip books, banners, newspapers, slogans
Mass Media	<ul style="list-style-type: none"> ● TV programmes, SATCOM, short films, radio
Social Media	<ul style="list-style-type: none"> ● Mobile messaging and cold calling

Capacity Building

Training in IEC planning, design and use of IEC materials as well as conducting IPC activities is necessary before distributing materials in the field.

Interventions

The IEC objectives indicate three critical components around which interventions need to be designed:

- Ensuring participation from GPs
- Promotion of community participation and ownership
- Creation of a robust programme initiative

Interventions can then be made under each of these components; however, an overlap in activities under each intervention is likely.

Ensuring Participation from *Gram Panchayats*

- **Sensitisation and Motivation of PRI Members:** Needs to be carried out to motivate PRI members in taking up works that are environmentally beneficial to the community. A letter of appreciation is currently being given by the CM to GPs which can be converted into a motivational exercise by mentioning in the letter the environmental benefits of works undertaken and wording it according to *Paryavaran Mitra*.

- **Nominations for Paryavaran Mitra Village:** MoRD can nominate selected GPs for the *Paryavaran Mitra* Award instituted by the Ministry of Environment and Forests (MoEF).
- **Training of PRI Members:** Training of PRI members is held regularly as are meetings at the *Zilla Parishad* (ZP) level. These events should be utilised to integrate training for selection of works that are environmentally beneficial.
- **Using SATCOM for Advocacy:** SATCOM has been operational in Rajasthan with facilities for two-way audio and one-way video. This network can be used for training through discussion fora and screening of documentaries or well-prepared model sites with works undertaken by different *Panchayats*.
- **Exposure Visits to Model Sites:** Regular exposure visits for PRI members can be planned at model demonstration sites that will also motivate *Panchayats* to take up works and become models.
- **Convergence with IAY, Education and Health:** Dialogues with PRI members can be held for bringing about convergence. With representation in various *Gram Samitis* like the Village Health, Sanitation and Nutrition (VHSNC) Committee and School Management Committee (SMC), PRI members can utilise these platforms to disseminate key messages based on from the rapid assessment findings.
- **Social Media Advocacy:** Whenever a sound and participatory decision is made by a GP, a message appreciating the same should be disseminated using social media networks like Facebook, Twitter, Whatsapp and cold calling.

Promotion of Community Participation and Ownership

- **Build Champions:** Individuals who have used MGNREGA for improving their livelihoods through natural resource regeneration should be identified and used as champions to reach out to the larger community.
- **Build Advocates:** Identify individuals from the crowd who can be groomed as advocates for environmental benefits. Build activities under Water Sanitation and Hygiene (WASH), (IAY), Health, Education etc., to disseminate messages on environmental benefits of works taken up under MGNREGA. At MGNREGA worksites, opportunities can be used by inviting the *Anganwadi Worker* (AWW)/Accredited Social Health Activist (ASHA) to talk about good nutrition, safe drinking water and good

health which are the results of a sustainable environment.

- **Participation in GS:** Encourage communities, particularly women, to participate regularly in GS to increase their knowledge of environmental benefits.
- **Participation in Rozgaar Diwas:** This is an important platform for MGNREGA wage-seekers to know about their rights and generate demand for works. Mates and *Rozgaar Sahayaks* should be trained in mobilising communities to attend the *Rozgaar Diwas* and building the confidence of wage-seekers to demand works which they perceive as long-term and sustainable for natural resource regeneration of the village. Efforts must be made to demonstrate the benefits of natural resource regeneration in the long run through video shows on successful case studies.
- **Exposure Visits:** Best practices in neighbouring areas are the best ways to build a case for environmentally sustainable works. Exposure visits should be planned for opinion leaders, community champions and key influencers.
- **Using IPPE and Social Audit Exercises:** IPPE is a microplanning exercise conducted in collaboration with the community to identify the needs and priorities of the community as a whole. Based on this, a list of works is prepared and shared with the community from which wage-seekers of MGNREGA can choose works to be taken up by them. During the IPPE exercise, communities may be assisted in selecting environmentally beneficial works.
- **Fairs and Festivals:** Across the three states, fairs and festivals form an integral part of people's lives. MGNREGA officials at the state level have taken cognisance of this fact and in Rajasthan and Chhattisgarh, exhibition stalls are set up related to MGNREGA works, rights of wage-seekers up to 100 days of employment etc. This opportunity can be further built upon by organising interactive games and activities to impart messages to people regarding the reason why (concentrating on regenerating natural resources is important for a long-term sustainable approach).
- **Mid Media/Folk Media Activities:** Many activities like short films shown during *Rozgaar Diwas*, Demand Capture, *Hamar Muniyadi*, SHG meetings etc., can be used by facilitators to generate awareness and motivate communities to take up works with environmental benefits. Other activities can include exhibitions, street theatres, exposure visits and demonstrations of best practices etc.

Case study 3

Painting the Wall

Dhamtari District, Chhattisgarh

What

In the district of Dhamtari, wall paintings were used to disseminate information about MGNREGA to wage-seekers and the community at large. The paintings (text+illustrations) consist of 16-part wall paintings in which eight parts contain textual content and eight parts contain pictures. These are prominently placed at a central point in the village and are easily accessible to everyone.

How

These wall paintings play a key role in mobilising the community by providing information about the importance of GS and their roles; social audit as an important exercise and updates related to it; works that are to be done; and category IV works that specifically target Scheduled Caste (SC)/Scheduled Tribe (ST) populations.



Impact

These wall paintings have been displayed in every GP in Dhamtari district and have been implemented since 2011-12. They have had a positive impact as people have noticed the paintings since they are displayed in the centre of the village. Moreover, they also read the text to gain information. Women's participation in MGNREGA has increased as compared to men and implementation of individual works shows higher completion.

Source: Assistant Programme Officer (APO), Dhamtari, Chhattisgarh.

Creation of a Robust Programme Initiative

- **Conducting Training Needs Assessment for IEC:** A review of all training manuals must be conducted to assess common areas where IEC can be integrated. It is important to conduct detailed training needs assessment for various staff (IEC and non-IEC) and develop training modules for IEC skill building.
- **Training of Block, District and State-level staff and officials on IEC and Environmental Benefits:** This is

an important intervention that will, in turn, help sustain all other communication interventions. It is recommended to conduct separate soft-skills training on communication and use of IEC materials. In addition, knowledge on environmental benefits of different NRM works is to be included in the training modules.

- **Strengthening of Planning Cadre:** Interventions recommended for this are training, exposure visits and hand-holding by supervisors/DPC/PO for Mates and *Rozgaar Sahayaks*.

- **Strengthening of Supervisory Cadre:** Regular training inputs for skill-building on communication and IEC activities and conducting IPC sessions are necessary to achieve project objectives. It is also recommended that the work of *Mates* and *Rozgaar Sahayaks* related to communication are supervised by MGNREGA programme coordinators for some duration.
- **Convergence and Collaboration:** Convergence can be sought with school programmes and school children can be employed for reaching out to their parents; health programmes during VHNDs can be used as a platform to discuss the way in which a clean and balanced resource base contributes to better health benefits; the ICDS programme can be used to propagate information about the contribution made by a

balanced ecosystem on the nutrition and well-being of future generations; similarly, the water and sanitation programme can also be used.

Core Messages for Environmental Benefits

The following sections recommend core messages to be used for environmental benefits at the administrative level and community levels. These messages can be worked around those key messages given in the national IEC strategy for MGNREGA.

Tables 10 and 11 below recommend core messages to be used for environmental benefits at the administrative and community levels. These messages can be worked around those key messages given in the national IEC strategy for MGNREGA.

Administrative Level

Table 10: Core environmental benefit messages at the administrative level

Message	Objective	Audience
Works under MGNREGA have the potential to deliver environmental benefits and promote natural resource regeneration.	Secure policy-level buy-in for environmental benefit works under MGNREGA.	National and state-level policy planners
Works under MGNREGA have the potential to deliver environmental benefits to promote conservation of natural resources, sustained water supply and food production, in addition to sustained employment and livelihoods.	Inclusion of environmental benefit focus in planning and implementation of MGNREGA works.	State, district and block-level officials, PRI members
Works under MGNREGA, when implemented fully, can contribute to reducing vulnerability to climate change, drought, floods etc.	Encourage uptake of environmental benefit works.	TA, Field Assistant, Assistant Engineer, PRI members, <i>Mates</i> , <i>Rozgaar Sahayak</i> , DPC, CEO, APO
It is important to help the community decide and demand for works that contribute to reducing the burden on our natural resources.	Mobilise key players at the community level towards taking up such works on a sustainable basis.	PRI members, <i>Mates</i> , <i>Rozgaar Sahayaks</i>
Working together for regenerating natural resources is necessary as nature does not discriminate in its worth.	Build community ownership.	TA, Field Assistant, Assistant Engineer, PRI members, <i>Mates</i> , <i>Rozgaar Sahayaks</i>

Community Level

Table 11: Core environmental benefit messages at the community level

Message	Objective	Audience
MGNREGA works contribute to sustainable development of natural resources and accrue long-term benefits to the community.	Raising awareness for environmental benefit of MGNREGA	Wage-seekers, PRI members, larger community
Plan work under MGNREGA that helps in regeneration of village resources.	Sensitising 'subjects' to work together and complete works; focus on demand for environmental benefit works	Wage-seekers, PRI members, larger community
Work together under MGNREGA and regenerate natural resources of the village. This will avert or minimise risk of floods/droughts.	Raising awareness for environmental benefit of MGNREGA	Wage-seekers, PRI members, larger community
When natural resources are sustained, it contributes to the overall health and well-being of the village (water availability, improvement in land quality, decreased use of chemical fertilisers, lower migration etc.)	Raising awareness for environmental benefit of MGNREGA	Wage-seekers, PRI members, larger community
Women have the safer option of working closer to their homes and burden of work for women will decrease as fodder, fuel and water resources will be sustainably accessible.	Mobilising women to choose works that contribute to environmental benefit.	Community members, SHGs

Message-Media Matrix

Table 12 describes the message media matrix. The matrix enlists all the IEC activities that can be taken up under IPC, print media, mass, mid media and social media. Some of these activities are being carried out currently. Some are recommendations based on the experience with the sector. Appropriate messages that are to be conveyed and the monitoring mechanism is also suggested, along with the appropriate target audience and implementers.

Table 12: IEC message-media matrix

Media/Tools	Messages to be conveyed	Target audience	Delivered by	Outcomes	Monitoring
Print					
Story Cards (to be used during meetings)	Change that is brought about in village through works taken up for environmental benefits..	MGNREGA wage-seekers	Frontline field functionary	Enhanced information leading to demand for new works; mobilisation around environmental benefit works; completion of works; generation of curiosity to try out new works.	During GS, check understanding, number and types of new works taken up, demand generation and messages given by TAs, Rozgaar Sahayaks and Mates.
Leaflets (to be distributed during meetings)	On various works and how they will contribute to a sustainable natural resource base.	MGNREGA wage-seekers	Frontline field functionary	Understanding of works; demand generation for necessary works at the village level; negotiation for prioritising works.	DPC can check on message recall during field visits; register of works taken up reflects increase in the number of works for environmental benefit demanded.
Audio-visual					
Short Documentaries (to be shown on TV or can be run during meetings, Rozgaar Diwas etc.)	Demonstration of how benefits accrue to the environment, and in turn, improve the quality of life; Steps and advantages of coming together for taking up and completing works.	MGNREGA wage-seekers, PRI members	Frontline field functionary	Skills on taking up new works; inputs in planning works; increase in community ownership and participation.	DuringGS, check on understanding, number and types of new works taken up; demand generation, messages by TAs, Rozgaar Sahayaks and Mates.
TV Spots	Benefits of different work and how they contribute to natural resource development and improve the quality of life.	MGNREGA wage-seekers, community in general	Can be referred to by PRI members, IPPE teams during discussion	Sensitisation of wage-seekers and the community to types of works which need to be taken up on a priority basis.	Message recall; number and types of works taken up.



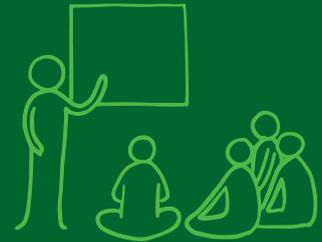
Media/Tools	Messages to be conveyed	Target audience	Delivered by	Outcomes	Monitoring
IPC					
Training	Communication skills; mobilising skills; conflict resolution; using different activities for giving the message of environmental benefits.	Programme manager, Frontline field functionary (Mate, AWW, ASHA, TA), PRI members	External resource persons	Skill development in conducting IPC activities; increased ability to plan IPC/community sessions with community; increased skill to negotiate conflicts in the community; increased skill to mobilise community towards works that will contribute to environmental benefits; increased facilitation skills to sensitise community members.	Pre and post training assessment; check by supervisors during work in the field.
Workshops	Sensitisation on issues of environmental management of resources and generation of communication plans	Policy-makers, programme managers	Ministry-level senior resource persons	Greater skill in generating a communication plan for MGNREGA that highlights its environmental benefits.	Preparation of IEC action plans that are sensitive to environmental benefits of MGNREGA.
Small Group Meetings (can be used in SHGs, GS, along with short films to guide discussions in meetings. Small simulations can be prepared for audiences)	Manner in which MGNREGA contributes to environmental benefits; steps of working together to take up and complete works; understanding how changes have been made in villages using success stories	PRI members, community members	Frontline field functionary	Action point generation for community members to plan their works towards developing sustainable natural resources, eco-regeneration.	Number of sessions held, checklist for sessions, number of action points generated and translated to actions.
Exposure Visits to Demonstration Sites	Manner in which people have worked together and brought about sustainable change	Community influencers	Programme managers	Increased demand generation for environmentally sustainable works.	Number of meetings held with community by influencers, number and type of new works generated.
Green GS ¹	MGNREGA Banayega Hare Gram	Wage-seekers, Mates, Rozgaar Sahayak	Frontline field functionary	Increased participation in GS; generation of demand for works.	Number of GS held; participation of community in GS; number and type of new works generated.

Media/Tools	Messages to be conveyed	Target audience	Delivered by	Outcomes	Monitoring
Hare Gram Yuva Awards	<i>Har gaon mein MGNREGA rang layega; Har gaon ko hara banayega; Yuva naye andaz laye; Gaon ko hara banaye</i>	Youth who have contributed to works in MGNREGA	Programme managers	Increased participation of youth in village works; generation of new ideas and enthusiasm for village works which will bring about long-term development of the village.	Number of new works taken up by youth; participation of youth.
Farmers' Group Meetings	Building sustainability through works on farms; addressing climate change through pond deepening and trench digging	Farmers	Frontline field functionary	Increased Category IV works for land and water body renovation.	Number of works demanded in GS related to land and water body renovation in Category IV works; number of meetings held with farmers and outcome of such meetings in terms of action points.
Mid media					
Kala Jathas/Street plays	Need to restore ecological balance in the village, increase resilience of the community to fight droughts, harvest water, make land better, stop dependence on fertilisers, use MGNREGA to restore balance in nature	Farmer's groups, PRI members, SHGs, adolescents, school children	Theatre groups coordinated by frontline field functionary	Greater awareness of works to be taken up for restoring environmental balance, increased motivation to take up works, increased demand generation.	Number of performances with messages of environmental benefit.
Environmental Clubs in schools (develop games for children which can be used to demonstrate the positive effects of environmentally beneficial works taken up and negative effects of depletion of natural resources.)	MGNREGA Gaon, Hara Gaon	School children	Teachers, frontline field functionary, Yuva club leaders	Increased sensitisation among school children on environmental benefit of MGNREGA works, messages given to family members.	Number of school presentations held.

Media/Tools	Messages to be conveyed	Target audience	Delivered by	Outcomes	Monitoring
Other media					
Mela Kit	Games and activities; display material on flex with illustrations of step-by-step restoration of balance; steps to under take various works; manner in which different works help in maintaining environmental balance; exhibition of demonstration models with steps for restoration of ecological balance; short films on restoration of environmental balance	Community members	Trained functionaries	Motivation and mobilisation of communities towards greater participation in MGNREGA.	Number of queries raised; number of <i>melas</i> organised.
Interactive Kiosk	Simulation of positive effects of restoration and negative effects of degradation of environment in village ecosystem; steps on what can be done to restore the balance; effect on village life	Community members	Trained functionaries	Motivation and mobilisation of communities towards greater participation in MGNREGA	Number of visitors to the kiosks; number of messages given; increase in demand of number of environmental benefit works post-kiosk activity
Mobile Van	Dissemination of environmental benefit messages through <i>mela</i> kit activities, standees for exhibition, interactive games, TV screens showing documentaries etc.	Community members	Trained functionaries	Motivation and mobilisation of communities towards greater participation in MGNREGA	Number of mobile van shows; route mapping



CAPACITY DEVELOPMENT



Training Capacities

Training is an integral part of any programme intervention. The findings from the situational analysis and the desk review show that capacity development for IEC has not been an important focus area with only basic training materials for IEC. For this programme, it is recommended to conduct training to improve efficacy of IEC interventions with a special focus on:

- Building skills for using IEC materials
- Conducting IPC sessions
- Planning for communication activities at the field level.

Audiences for Capacity Building

Various audiences for capacity building are identified below. The matrix also indicates recommended training duration and content. It is recommended that IEC modules be developed and integrated within the existing MGNREGA training programme and modified as per the training audience. Along with these, it is also recommended to conduct sensitisation and advocacy workshops at suitable levels as suggested in Table 13:

Table 13: IEC training proposed for MGNREGA stakeholders

Audience	Content	Duration
National level		
National and state-level policy makers	<ul style="list-style-type: none"> ● Advocacy workshop to build case for research and monitoring of MGNREGA works for contributing substantially to natural resource regeneration 	One-day workshop at the national level
State level		
State Programme Officer, IEC Officer, Training Officer	<ul style="list-style-type: none"> ● Opportunities for communication about MGNREGA ● How IEC activities can be implemented ● Planning for communication for environmental benefits of MGNREGA 	One-day orientation workshop
Master Trainers from the system	<ul style="list-style-type: none"> ● ToT for building capacities on IEC skills, providing supportive supervision and monitoring IEC activities 	Five-day ToT

Audience	Content	Duration
District and block levels		
DPC, Assistant Coordinator	<ul style="list-style-type: none"> ● Opportunities for communication about MGNREGA including convergence with programmes of other line departments ● Planning for environmental benefit communication of MGNREGA ● Role of frontline functionaries of MGNREGA in communicating environmental benefit ● Integrating IEC and IPC within existing activities of MGNREGA ● Supporting communication work of Mates, TAs and <i>Rozgaar Sahayaks</i> ● M&E of communication activities 	Six one-hour modules on each topic
TA, Barefoot Engineer	<ul style="list-style-type: none"> ● Role of frontline functionaries of MGNREGA in communicating environmental benefits ● Communication basics, conducting IPC activities at field level ● Monitoring of communication activities ● For TAs: supporting Mates and <i>Rozgaar Sahayaks</i> for communication activities 	Four one-hour modules on each topic
GP level		
Mate, <i>Rozgaar Sahayak</i>	<ul style="list-style-type: none"> ● Advocacy, Communication and Social Mobilisation (ACSM) basics ● Conducting IPC activities at the field level ● Communicating about environmental benefits of MGNREGA within programme context of Health, environmental benefit, Education, Sanitation and Water etc. 	Two five-hour modules on each topic
Other frontline wage-seekers from ICDS, Health, Education	<ul style="list-style-type: none"> ● Communicating about environmental benefits of MGNREGA within programme context of Health, ICDS, Education, Sanitation and Water etc. 	One-hour module on topic to be integrated within existing training of frontline functionaries

Recommended Training Calendar

The strategy visualises a three-year project period and the recommended training calendar is divided into three phases (see Table 14).

Table 14: Phased training calendar

Audience	Content	Y1	Y2	Y3	Duration
National level					
National and state-level policy makers	<ul style="list-style-type: none"> Advocacy workshop 	Y1	Sharing workshops	Sharing workshops	One-day workshop at the national level in the beginning of the planning period for the next financial year; sharing workshops in subsequent years
State level					
State Programme Officer, IEC Officer, Training Officer	<ul style="list-style-type: none"> Planning and implementation workshop 	Y1	Refresher	Refresher	One-day orientation workshop at the beginning of planning for the financial year
Master Trainers selected by the system	<ul style="list-style-type: none"> ToT organised for a group of 20 trainers per state 	Y1		Y3	Five-day plan for ToT (Year 1)
District and block levels					
DPC, Assistant Coordinator	<ul style="list-style-type: none"> Implementation of IEC activities and skill building for providing supportive supervision 	Y1	Refresher	Refresher	Five-hour module x 6 topics Six training rounds to be organised
TA, Barefoot Engineer	<ul style="list-style-type: none"> Implementing and monitoring IEC activities at the community level 	Y1	Refresher	Refresher	Five-hour module x 4 topics Four training rounds per year with refreshers in following years
GP level					
Mate, <i>Rozgaar Sahayak</i>	<ul style="list-style-type: none"> Implementing IEC Activities 	Y1	Y2	Y3	Five-hour module x 2 topics Two training rounds per year
Other frontline wage-seekers from ICDS, Health, Education	<ul style="list-style-type: none"> Communicating about environmental benefits of MGNREGA within programme context of Health, ICDS, Education, Sanitation and Water etc. 	Y1	Y2	Y2	One-hour module on topic to be integrated within existing training of frontline functionaries



RECOMMENDATIONS

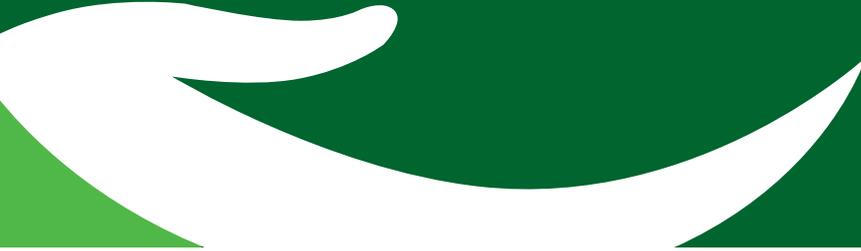


Findings from the study show that there is an urgent need to build on the potential of MGNREGA to contribute to the long-term benefits of environmental restoration. The following recommendations are made based on the findings of the rapid assessment and desk review:

- Advocacy with national and state-level policy makers is necessary to build in an environmental focus on IEC planning at the state level and below.
- The potential of MGNREGA to generate long-term environmental benefits needs to occupy a more central position in the overall IEC implementation plan.
- The overwhelming perception of MGNREGA as being only a rural employment generation scheme needs to be changed to incorporate natural resource regeneration and sustainable livelihoods. Sensitisation of MGNREGA officials at all levels is the activation point to change this perception.
- Key messages for environmental benefits need to be developed and integrated within current IEC plans.
- Communication and training needs assessments need to be conducted from time to time to ensure development of effective communication and training materials for environmental benefits.
- IEC cadre requires to be strengthened at all levels through regular capacity building inputs which include skills building, job shadowing and supportive supervisions.
- An online repository of IEC materials related to environmental benefits–MGNREGA should be set up to ensure centralised access and management of communication materials by all stakeholders.
- Management Information System (MIS) to monitor and track environmental benefits IEC activities, trouble shoot and document best practices should be set up.



IMPLEMENTATION PLAN (STATE-WISE)



Although the message-media matrix identifies the basket of activities with the potential to be used for environmental benefits, the proposed implementation plan has indicated the most pertinent activities under each media. Care has been taken to suggest an integration of the IEC for environmental benefits within the existing

programmes. Thus, the scope presented by the various current activities is being used to focus on IEC for environmental benefits. Implementation is proposed in a phased manner spanning a three-year period (see Tables 15, 16 and 17) (refer Annexure 8 for detailed activity break up with target audience, objective, message and cost).

Andhra Pradesh/Telangana

In Andhra Pradesh/Telangana, the implementation plan recommends activities as given below:

Table 15: IEC implementation plan for Andhra Pradesh/Telangana

Activity	Media	Year of implementation		
		Y1	Y2	Y3
Demand capture, green GS, SHG meetings, youth and farmers' meetings, social audit and IPPE	IPC	Y1	Y2	Y3
Exposure visits to demonstration sites	IPC	Y1	Y2	Y3
School clubs	IPC			Y3
<i>Kala Jatha</i> performances	Mid media	Y1	Y2	Y3
Exhibitions and <i>melas</i>	Mid media	Y1	Y2	Y3
<i>Mana TV</i>	Mass media	Y1	Y2	Y3
TV PSAs	Mass media	Y1	Y2	Y3
MGNREGA <i>rath yatra</i>	Mass media		Y2	
Mobile messaging and cold calling	Other media	Y1	Y2	Y3

Chhattisgarh

In Chhattisgarh, the implementation plan recommends activities as given below:

Table 16: IEC implementation plan for Chhattisgarh

Activity	Media	Year of implementation		
<i>Rozgaar Diwas</i> , green GS, SHG meetings, youth meetings, social audit and IPPE	IPC	Y1	Y2	Y3
School clubs	IPC	Y1	Y2	Y3
Exposure visits to demonstration sites	IPC		Y2	Y3
<i>Muniyadi by Kotwals</i>	Mid media	Y1	Y2	Y3
<i>Kala Jatha</i> performances	Mid media	Y1	Y2	Y3
<i>Panchmahal Patrika</i>	Mass media	Y1	Y2	Y3
TV PSAs	Mass media	Y1	Y2	Y3
MGNREGA <i>rath yatra</i>	Mass media		Y2	
Mobile messaging and cold calling	Other media	Y1	Y2	Y3
<i>Mile sur mera tumhara</i>	Other media	Y1	Y2	Y3
Media advocacy workshops	Other media	Y1	Y2	Y3

Rajasthan

In Rajasthan, the implementation plan recommends activities as given below:

Table 17: IEC implementation plan for Rajasthan

Activity	Media	Year of implementation		
<i>Rozgaar Diwas</i> , green GS, SHG meetings, youth meetings, social audit and IPPE	IPC	Y1	Y2	Y3
School clubs	IPC			Y3
Exposure visits to demonstration sites	IPC	Y1	Y2	Y3
<i>Kala Jatha</i> performances	Mid media	Y1	Y2	Y3
Exhibitions and <i>melas</i>	Mid media	Y1	Y2	Y3
Rajasthan MGNREGA <i>Jyoti</i>	Mass media	Y1	Y2	Y3
Information kiosks	Other media	Y1	Y2	Y3
Mobile messaging and cold calling	Other media	Y1	Y2	Y3
Media advocacy workshops	Other media	Y1	Y2	Y3



MONITORING AND EVALUATION FRAMEWORK



What to Monitor?

Implementation and Scale

By communication approach and activities:

- IPC Print Materials: Were print materials produced and delivered on time? Were they put up where they were supposed to have been put up?
- Training: Who received training? Was it on IPC skills and use of communication materials? How many sessions were conducted and when?
- Community Dialogue: How many group/community meetings were conducted? When and where? How many IPPEs and social audits were carried out?
- Mid Media: Were mid-media activities held as per plan? How many, where and when?
- Mass Media: What messages are given through mass media? What campaigns are held? Is the mass media campaign aired as per schedule?

Reach

- IPC: How many people participated? Were any communication materials used? How many people saw them?
- Training: Who received training? Were all training sessions completed? Was the full duration of training completed?
- Community Dialogue: How many people attended group/community meetings? How many people participated in IPPEs and social audits?

- Mid Media: How many people attended mid media events? Do people recall the messages?
- Mass Media: How many people did the mass media campaign reach? Do people recall the messages? Are people talking about the campaign?

Quality

- IPC: What was the quality of sessions based on a prepared checklist for parameters of training quality? Were any materials used? What was the duration? Was it appropriate for the participant group?
- Training: What was the training quality as per the checklist? Was the training completed?
- Community Dialogue: What was the quality of sessions as per the checklist? Were IEC materials used, if yes, how? Was an action plan agreed for demanding environmentally beneficial works? Were decisions from the last session followed up on?
- Mid Media: What was the quality of mid media activities conducted as per the checklist? What do people recall of decisions taken or messages of mid media activities? What benefits have accrued to the village from these activities in terms of MGNREGA works?
- Mass Media: What was the quality of the mass media campaign? What do people talk about regarding the campaign? Was there new information? Do people recall talking about it?

Engagement and Participation

- IPC: Was the session engaging? Did people ask questions? Were their queries answered adequately?
- Training: Did participants in training sessions ask questions? Was the trainer responsive? Did the trainer provide opportunities for participants to share their experiences and challenges? Were some solutions discussed and resolutions proposed?
- Community Dialogue: Did the participants feel comfortable? Could they express themselves without hesitation? Was the group cohesive i.e., did they feel a sense of belonging to the session/group?
- Mass Media: Did people find the content interesting? Did people talk about it? Did they take any action?

How to Monitor?

A combination of internal and external processes should be employed.

Internal Processes

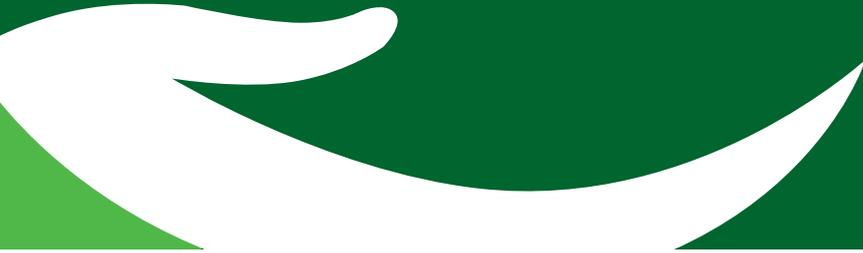
- Integrating IEC activity reporting as part of an MIS
- Training schedules and completion reports
- Meeting schedules and reports
- Field visits
- Worksite visits
- Case studies
- Number of issues related to environmental benefits of MGNREGA works raised during the IEC nodal officers, meeting (minutes of the meeting).
- Number of IEC materials related to environmental benefits of MGNREGA works uploaded on MGNREGA website.

External Processes

- Third party monitoring through an independent research agency
- Home visits and observation of sessions
- IDIs with implementation staff
- Observation of sessions by an outsider/ participant



CONCLUSION



Conclusion

The potential of MGNREGA to generate environmental benefits has not been fully tapped. However, there is a clear recognition and intent towards this end. Many of the activities around the works are targeted towards generating more “green” works.

The overwhelming perception of MGNREGA, both among the programme staff and the community is largely as being an employment generation programme which has prevented the realisation of its potential for generating environmental benefits.

An IEC intervention with a strategic focus on promoting environmental benefits of MGNREGA will be a huge leap in the right direction.

The proposed IEC strategy advocates addressing the components of raising awareness, generating community ownership and advocating for works with greater environmental benefits, primarily through use of IPC. This will be done in a planned and structured manner through application of the right mix of communication approaches (IPC, mass and mid media and social media).

It is expected that the lessons and experiences from this pilot in the GIZ project areas will hold relevance at the national level and provide an opportunity for adaptation in other states.

Overall, it is expected that the proposed IEC strategy will contribute to generating greater demand from communities for works with potential to benefit the environment.



