

Case Documentation Drive: 2018-19



BANKERS INSTITUTE OF RURAL DEVELOPMENT

LUCKNOW

BANKERS INSTITUTE OF RURAL DEVELOPMENT (BIRD), LUCKNOW

CASE DOCUMENTATION DRIVE: 2018-19

1. About BIRD

Bankers Institute of Rural Development (BIRD), Lucknow, a Society promoted by National Bank for Agriculture and Rural Development (NABARD), is a premier institute for providing training, research and consultancy services in the field of agriculture and rural development banking in India and Asia Pacific Region. BIRD provides training support to supplement Human Resource Development efforts of Commercial Banks, Regional Rural Banks, Co-operative Banks Government/Non-Governmental Organizations and Micro Finance Institutions. BIRD also conducts International programmes for participants from India as also for participants from abroad.

2. Case Documentation Background

Through the years, we have witnessed several rural development initiatives in the country that have either gone undocumented or found only a passing reference somewhere. Nevertheless, it is felt that a large number of such development initiatives that abound in the country have still not been showcased or presented in the public domain.

Apart from this, the Govt. of India, many State Governments, NGOs, Community Service Providers, Banks and other individuals have contributed through their own development schemes or initiatives in making a difference to the rural milieu. These development initiatives, when properly documented, provide the necessary academic inputs to BIRD's learning curriculum besides spreading awareness among others. It is time, therefore, that we make concerted efforts to collate such field level initiatives at the national level and publish some of the case studies on remarkable developmental initiatives / enterprises / systems / processes in the country that have made an impact in the lives of the rural communities with specific learning opportunities. It would, at the same time, also be interesting to document even those experiences that, for some reason, did not generate the necessary success that was anticipated for learning from such experiences.

3. Case Documentation Drive

Recognizing this need for creating a Depository of such development initiatives that would provide the necessary resources to update its course curriculum, BIRD is pleased to announce a Case Documentation Drive to encourage all the employees of NABARD [including retired staff], NGO professionals, Faculty/Trainers posted with training establishments of Banks, staff of banks etc., to prepare case studies documenting **success/failure** of interventions in the domain of agriculture and rural development. More specifically, the cases may be written on Watershed/Wadi Development, Agri-Marketing, Formation and Functioning of Producer Organizations, Recovery & NPA Management in banks, ICT Applications in Rural Banking, HR Issues in Rural Banking, Microfinance/Financial Inclusion/Financial Literacy, Climate change mitigation & adaptation, Green finance, Corporate Governance [especially in Cooperative

bank]s, etc. The institutional focus may be Commercial Banks, Regional Rural Banks (RRBs), Co-operative Banks, NGOs, MFIs and Government agencies.

4. Broad Features

- a) The guidelines for preparing the case, including its format and other details are enumerated in the **Annexure**. The case may, as far as possible, be restricted to the prescribed guidelines/format.
- b) The case can be documented by individuals or a team of individuals and submitted. However, in case of teams, the honorarium will be awarded to the team and shared among the members of the team, if selected.
- c) These cases may be sent by email to BIRD at ***bird@nabard.org*** with subject ***“Entry under BIRD Documentation Drive 2018-19”***. A copy of the same may also be endorsed to ***dinesh.p@nabard.org***.
- d) A Screening Committee set up by BIRD would select the top 10 cases received, based on certain qualifying criteria adopted. These cases would be used by BIRD as part of its study material and also may be considered for publishing as a Compendium, giving due recognition to the Authors. The cases submitted under the Drive will be the sole intellectual property of BIRD, Lucknow and it will be free to use it for all its academic purposes.
- e) If required, the authors of the selected 10 cases may be invited to BIRD Lucknow for presentation and finalization of their cases along with trainer’s notes before a select audience.
- f) The top 10 selected cases will be given an **honorarium of Rs.20,000** per entry.
- g) The last date for receipt of entries is **31st December 2018**.
- h) For any queries/clarifications, please contact Shri Dinesh P, DGM/Faculty Member, BIRD at mob: 9454358540 or email to ***dinesh.p@nabard.org***.

Smt. T S Raji Gain
Director
BIRD, Lucknow
4th September 2018

Annexure

General Guidelines for Writing a Case

1. Introduction

Reports of innovations and development initiatives in the rural sector, its genesis, trials and tribulations of its implementation, the resultant success or failures have appeared variously in print or as documentaries. Besides, there are best practices which are initiated or followed in rural areas, with or without NABARD support. Each success and failure could be attributed to various reasons. These reasons or parameters could relate to leadership, the idea, the processes followed, financials, gaps in policy, the environment, peoples' participation, etc.

If properly captured and documented, these factual representation of development initiatives or Cases, the journey from planning to implementation, their influence on the rural populace, etc., could provide immense learning opportunities as also valuable inputs for policy formulation. An attempt has been made by BIRD in the following paragraphs to share broad guidelines for preparation of such cases.

2. What is a Case?

A case is a story of a situation or events or processes based on the real experiences, about something that is unique, special or interesting or a practice connected with an organization, programme, intervention, product, process and programs. For example, a case on how the Wadi Approach for Sustainable Livelihood in Tribal Area transformed the tribal economy and prevented migration, or how an officer or Work Team could strategize to get business for the bank or how a federation of SHGs evolved into a successful organisation or failed, or successes achieved through innovative banking practices, or how a producer's organisation evolved over a period of time, or how a rural bank transformed into a high-tech and profit-making outlet, or initiatives in HR area which transformed an organisation, and similar life changing scenarios. These are only illustrative examples.

3. Why to document Case?

The case gives the story behind the success/failure/intervention by capturing what it required to bring it about. It can be a good opportunity to highlight a project/intervention's success. It can also bring attention of the policy makers to a particular challenge or difficulty in an intervention/programme. Documenting such efforts gives an opportunity to an individual/organization to highlight its interventions. It will also help in providing a ready recipe for replication in the similar situations in case of a success story. Even in case of failure of a project, it may provide clues about the constraints, limitations or challenges to be aware and take care of, in case of resembling context.

4. Advantages and Limitations of a Case

The primary advantage of a case is that it provides complete, authentic and detailed information that may not be available otherwise by mere survey. Cases are generally an outcome of comprehensive study/understanding of the situation from all necessary angles using multiple methods of data collection (i.e., surveys, interviews, document review, and observation) to provide the complete story.

A common complaint about cases is that it is difficult to generalize from one case to another. But cases have also been prone to over-generalization, which comes from selecting a few examples and assuming without evidence that they are typical or representative of the population or specific context. Thus, it is very important while writing a case to highlight sufficiently the conditions/situations that are responsible for causing an effect or result.

A case may provide detailed information about the case in narrative form. However, it may be difficult to hold a reader's interest if it is too lengthy. It will depend on the skills of writing a case that sustains readers' interest. Therefore, the main text of the case may be restricted to **not more than 5 pages**. The other necessary information, details etc., can go as annexures, if required.

5. Subject areas for writing the Case

The cases may document **success/failure** in the domain of agriculture and rural development. More specifically, the cases may be written on Watershed/ Wadi Development, Agri-Marketing, Formation and Functioning of Producer Organizations, Recovery & NPA Management in banks, ICT Applications in Rural Banking, HR Issues in Rural Banking, Microfinance / Financial Inclusion / Financial Literacy, Climate change mitigation & adaptation, Green finance, Corporate Governance especially in Cooperative banks, etc.

6. Format/Structure of the Case document

The case document should be written in the following format:

i. Title

ii. Introduction/Background

- This includes background about the subject of the case.

iii. The Case

- The part in which the real content/data/information relating to the case is described.

iv. Points/Issues for Discussion

- It may be in the form of questions or simply stated as areas for analysis, discussion and for drawing inferences.

Acknowledgements, references, annexures, etc., may be added wherever applicable.

7. Format/Structure of Trainers' Note

Trainers' Note should be given separately at the end of the case, written in the following format:

i. Objectives

- Background of the case
- Why the case was written.
- What the case writer would like to derive after administering the case.

ii. Target Group

- Who are the target participants/trainees.

iii. Session Plan & Time Required

- How the case is to be administered and the time required for administering the case.

iv. Trainers' inputs for discussion

- The views of the case writer on issues/questions/concerns etc., raised in the case.

The Trainer's note may be restricted to a maximum of 2 pages.

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