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Capacity Assessment and Capacity Development Strategy (CA-CDS) Report ***for Strengthening Panchayati Raj Institutions in Jharkhand***



Ministry of Panchayati Raj
Government of India
2012

***Capacity Assessment and
Capacity Development Strategy
(CA-CDS) Report***
*for Strengthening Panchayati Raj Institutions
in Jharkhand*



Ministry of Panchayati Raj

Government of India

2012

ABOUT THE REPORT

Ministry of Panchayati Raj (MoPR) has the challenge of responding to the Capacity Building and Training (CB&T) needs of over three million elected representatives and functionaries associated with the three tiers of Panchayati Raj Institutions (PRIs) in the country. The States are provided funds and other support for CB&T related interventions under various schemes of the ministry, including the upcoming Rajiv Gandhi Panchayat Sashaktikaran Abhiyan (RGPSA) which would further expand MoPR's support to the States/UTs to strengthen the Panchayati Raj Institutions (PRIs).

As such, traditionally, various training institutions such as State Institutions of Rural Development (SIRDs), Panchayati Raj Training Institutions (PRTIs), Extension Training Centers (ETCs), Panchayat Training Centers (PTCs) etc are involved in delivering scheme-specific training programmes, including those aimed at improving capacities of elected representatives and officials of PRIs. A number of NGOs too have been working in this area either directly or in partnership with the training institutions. However, the challenge of simultaneously covering large numbers and ensuring delivery of quality CB&T interventions in a systematic and on-going manner using appropriate strategies remains.

In this regard, while continuing its efforts under RGPSA to strengthen the State and district level training institutions to enhance their CB&T delivery capabilities, MoPR, in partnership with the State Panchayati Raj Departments (PRDs), has prepared Capacity Assessment and Capacity Development Strategy (CA-CDS) Reports for Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Odisha, Rajasthan and Uttar Pradesh under the MoPR-UNDP Capacity Development for Local Governance (CDLG) Project. The main objective of the Reports is to provide the State PRDs and the State Training Institutions various State-specific strategies to be used at different levels to build capacities of the PRI elected representatives and functionaries in a systematic and on-going manner while addressing issues at the individual and institutional levels along with creating an enabling environment.

MoPR would like to acknowledge the contribution of State PRD, SIRD, authors of report, UNDP and the CDLG Project team.

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MESSAGE

Ministry of Panchayati Raj (MoPR) has been supporting States and UTs in their efforts on Capacity Building and Training (CB&T) of more than three million elected representatives and functionaries associated with the Panchayati Raj Institutions (PRIs) in the country under its various schemes. To further strengthen its contribution, MoPR has developed Capacity Assessment-Capacity Development Strategy (CA-CDS) Reports for seven States including Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Odisha, Rajasthan and Uttar Pradesh in consultation with the respective State PRDs under the MoPR-UNDP Capacity Development for Local Governance (CDLG) Project, with the help of experts from agencies such as the UNDP-Regional Center in Bangkok (RCB) (UNDP-RCB), Ramana Development Consultants (RDC), Kerala Institute of Local Administration (KILA), National Institute of Rural Development (NIRD) and Institute of Rural Management Anand (IRMA).

Under the leadership of MoPR's National CDLG Project Cell, the process of developing these CA-CDS reports included a series of national and state level preparatory meetings, field visits by the experts assigned for each of the seven States and consultations to validate the findings. Taking note of the ground realities in the States, the CA-CDS reports bring together State-specific strategies to be used at different levels to make the on-going PRI CB&T efforts more effective towards the larger goal of strengthening the PRIs as institutions of local governance. Considering the significance of the subject, the Reports would serve as a useful reference while planning PRI CB&T in the States including Jharkhand where the report has been prepared by the RDC team.

I would like to thank Ms. L M Vas Secretary (MoPR) for her guidance and support and also acknowledge the role of my predecessor, Mr. Sudhir Krishna, the then Special Secretary (MoPR), who headed the CDLG Project from 2009-2011, for his leadership to this initiative from the very inception. My thanks are due to the Principal Secretaries/Secretaries PRDs and Director SIRDs for taking time out to engage with the experts sent by MoPR, providing them with guidance and insights on the issue concerning PRI elected representatives and functionaries in their respective States, and also sharing their opinion on the drafts of the reports in the National Workshop on Capacity Assessment held on 20th May 2011 and the follow-up presentations of the final reports in the respective States. I also thank UNDP for supporting this initiative.

I would also like to thank Mr. Sanjeev Sharma, National Project Manager, MoPR-UNDP CDLG Project, the authors of the CA-CDS reports, and other members of the National CDLG Project cell including Ms. Komal Bhatia, Ms. Antara Barkakoty and Mr. Rajesh Kumar for their efforts in bringing this initiative to a logical conclusion on time.

I hope State PRDs and SIRDs will find recommendations of these reports useful while formulating their CB&T plans.

(Ashok K. Angurana)

राजीव अरुण एक्का, भा.प्र.से.
सचिव

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MESSAGE

Capacity Building and Training (CB&T) is critical for enhancing the effectiveness of the elected representatives and functionaries of Panchayati Raj Institutions (PRIs). While the training institutions in Jharkhand undertake a number of CB&T related interventions throughout the year, it is important that all these interventions are conceived and delivered as part of a well-considered strategy to enhance the performance of PRIs in the State.

In this regard, the Capacity Assessment and Capacity Development Strategy (CA-CDS) Report for Jharkhand, which is developed in close consultations between MoPR and the State PRD, is an important document that would help in planning and implementing the CB&T in a holistic manner. Therefore, we would like to thank MoPR, UNDP and the CDLG Project team for their efforts to bring out the report. We would also like to thank Raman Development Consultants (RDC) team for their contribution in this endeavor.

We take note of the recommendations of the report and shall make good use of it.

(Rajiv Arun Ekka)
Secretary

Panchayati Raj Department
Government of Jharkhand

MESSAGE

The challenges faced by the institutions that are mandated to develop capacities of elected representatives in the Panchayati Raj system are well known. Not only does the system have to respond to the herculean task of training millions of elected representatives every five years, they have to be sensitive to the different competencies that they have.

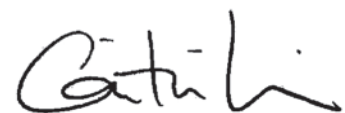
This calls for having a capacity development strategy for the state as a whole that is based on a capacity assessment taking into account institutional strengths and challenges of all the stakeholders in the state. While trainings needs assessments are ingrained in the training systems, a holistic capacity development strategy based on an in-depth capacity assessment is required to be in place.

Preparation of state specific capacity development strategies so as to enable states to develop capacities of Panchayati Raj Institutions overcoming the challenge of training large number of elected representatives while maintaining quality was one of the prime objectives of the Ministry of Panchayati Raj and UNDP project “Capacity Development for Local Governance”. The initiative of capacity assessment followed up by preparing capacity development strategy was undertaken in seven UN Focus states one of which is Jharkhand.

The UNDP capacity assessment tool was pilot tested in the state of Chhattisgarh and a group of experts was trained on the methodology. The UNDP capacity assessment framework reflects the interplay among three dimensions – the three levels at which capacity is nurtured (individual, institutional and policy), the functional capacities that are required and the core issues. This is a flexible tool and has been adapted in different context across different countries across the world. The tool was then replicated in six states.

The state specific capacity development strategies thus prepared are based on a thorough assessment of the existing capacities in the state and have been developed through a consultative process with the state government. The Reports elaborate the roles of the panchayats as per state Acts and Rules, review the existing capacity development apparatus (including training institutions and NGOs), identify the gaps and propose the way forward.

I am confident that the reports will provide strategic guidance and the roadmap to state governments for designing future interventions in a holistic manner and look forward to the implementation of the recommendations of the reports.



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ACRONYMS

ANM	Auxiliary Nurse Midwife
AP	Andhra Pradesh
APARD	Andhra Pradesh Academy of Rural Development
ASHA	Accredited Social Health Activist
ATI	Administrative Training Institute
AWW	Anganwadi Workers
BCC	Behaviour Change Communication
BDO	Block Development Officer
BPROs	Block Panchayati Raj Officers
BRGF	Backward Regions Grant Fund
CA	Capacity Assessment
CB&T	Capacity Building & Training
CD	Capacity Development
CBOs	Community Based Organizations
CDLG	Capacity Development for Local Governance
CDS	Capacity Development Strategy
CRS	Community Radio Stations
CSOs	Civil Society Organizations
CTI	Central Training Institute
DC	Development Communication
DDO	District Development Officer
DPRO	District Panchayati Raj Officer
DRDA	District Rural Development Agency
ERs	Elected Representatives
EWRs	Elected Women Representatives
FAQs	Frequently Asked Questions
GDI	Gender Development Index
GoI	Government of India
GoM	Group of Ministers
GP	Gram Panchayat
HDI	Human Development Index
HDR	Human Development Report

HR	Human Resources
IAS	Indian Administrative Services
IAY	Indira Awas Yojana
ICDS	Integrated Child Development Scheme
ICT	Information and Communication Technology
IEC	Information Education Communication
IMR	Infant Mortality Rate
IT	Information Technology
JSAC	Jharkhand Space Application Centre
KM	Knowledge Management
LEB	Life Expectancy at Birth
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MDM	Mid-Day Meal
MEALS	Monitoring Evaluation and Learning Systems
MGNREGS	Mahatma Gandhi National Rural Employment Guarantee Scheme
MoIB	Ministry of Information and Broadcasting
MIS	Management Information System
MLA	Member of Legislative Assembly
MMR	Maternal Mortality Rate
MoPR	Ministry of Panchayati Raj
MoRD	Ministry of Rural Development
MP	Member of Parliament
NCBF	National Capacity Building Framework
NFHS	National Family Health Survey
NGOs	Non-Government Organizations
NIRD	National Institute of Rural Development
NRHM	National Rural Health Mission
p.a.	per annum
p.m.	per month
PD	Project Director
PEOs	Panchayat Executive Officers
PESA	Panchayat Extension to Scheduled Areas
PEVAC	Pre-Election Voters' Awareness Campaign
POS	Package of Services
PPP	Public-Private Partnership
PR	Panchayati Raj

PRC	Panchayati Raj Centre
PRCC	Panchayati Raj CB&T Centre
PRD	Panchayati Raj Department
PRIA	Society for Participatory Research in Asia
PRIs	Panchayati Raj Institutions
PRTI	Panchayati Raj Training Institute
PS	Panchayat Samiti
PSFs	Panchayat Support Functionaries
PTG	Primitive Tribal Groups
PTI	Panchayat Training Institute
RCH	Reproductive and Child Health
RDD	Rural Development Department
RGSY	Rashtriya Gram Swaraj Yojana
RP	Resource Persons
RTI	Right to Information
SATCOM	Satellite Communication
SC	Standing Committee
SCs	Scheduled Castes
SGSY	Swarnajayanti Gram Swarozgar Yojana
SHGs	Self-Help Groups
SIRD	State Institute of Rural Development
SoE	Statements of Expenditure
SPRC	State Panchayati Raj Centre
SSA	Sarva Shiksha Abhiyan
STs	Scheduled Tribes
ToR	Terms of Reference
ToT	Training of Trainers
TSC	Total Sanitation Campaign
UCs	Utilization Certificates
UNDP	United Nations Development Program
UNESCO	United Nations Educational, Scientific and Cultural Organisation
VV	Village Volunteer
ZP	Zilla Parishad

GLOSSARY

Adhyaksha – The elected leader of the Zilla Parishad

Dalapati – The elected head of the Gram Raksha Dal

Gram Sabha – A body consisting of persons registered in the electoral rolls relating to a revenue village comprised within a Gram Panchayat area

Gram Sabha in a scheduled area, ordinarily there shall be one Gram Sabha for a village but if members of a Gram Sabha in a scheduled area so desired, more than one Gram Sabha may be constituted in the manner to be prescribed, and in the area of each such Gram Sabha there shall be a residence or a group of residences or group of small villages or villages/tolas comprising communities which shall manage their activities according to customs and usages

Gram Sewak – The Panchayat secretary at the Gram Panchayat Level

Gram Raksha Dal – The body of volunteers at the village level which aims to protect during times of natural calamity

Gram Panchayat – Constitutes a village or group of contiguous villages whose population is at least 2000 and not more than 10, 000

Panchayat Samiti – The elected representative body at every block

Pradhan – Head of the traditional village Panchayat

Pramukh – The elected leader (Chairperson) of the Panchayat Samiti

Rozgar Sewak – The village level worker appointed under the Mahatma Gandhi National Rural Employment Guarantee Scheme

Sarpanch – The elected leader (Chairperson) of the Gram Panchayat

Up-Adhyaksha – The vice chairperson of the Zilla Parishad

Up-Pramukh – The vice chairperson of the Panchayat Samiti

Up-Sarpanch – The vice chairperson of the Gram Panchayat

Zilla Parishad – The people's elected representative body at the district level

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The report on the Capacity Assessment and Capacity Development Strategy for PRI-CB&T Jharkhand is a result of discussions and consultations with many stakeholders of Panchayati Raj and capacity building and training in Jharkhand.

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We would like to acknowledge Shri S.K. Satpathy, IAS, then Secretary, and Shri R. S. Poddar, current Secretary, Panchayati Raj Department, Government of Jharkhand, for taking keen interest in the assignment and providing valuable inputs. We would also like to thank various officials of the Panchayati Raj Department, Government of Jharkhand, particularly Shri Subhendra Jha, Director, Panchayati Raj Department, for providing us with insight, information, and inputs. We are grateful to Mr. Gauri Prasad, IAS, Director, State Institute of Rural Development and Ms. Jaishree Jha, Principal, Central Training Institute for providing their time and insights into the scenario of training and capacity building in the state.

We would also like to express our sincere gratitude to the UNDP-CDLG team, Jharkhand, Mr. Vinay Pandey, State Coordinator, CDLG Project and the TSOs—Mr. Abhishek Chand, Mr. Sudipta Biswas, and Mr. Jiwan Kishor—for facilitating the entire exercise, giving us insights and perspectives into the issues of not only CB&T but the state as a whole and for providing all relevant information and documents.

This report is enriched thanks to consultations and meetings with resource persons and members of training and academic institutions, line departments, special projects, experts, traditional Panchayat leaders, resource persons, CSOs, and other administrators in the state.

Rajendra Jani
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DISCLAIMER

This report on the Capacity Assessment and Capacity Development Strategy for PRI-CB&T in Jharkhand is based on subjective judgements of the study team backed by a field study and the documents and data as listed in the report. It provides specific suggestions, including work plans and budgets. However, these need to be modified as per the state's requirements by the Panchayati Raj Department, Government of Jharkhand.

This document is meant for the use of the Ministry of Panchayati Raj, India and the Panchayati Raj Department, Government of Jharkhand and cannot be utilized by anybody else without their prior permission.

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EXECUTIVE SUMMARY

The Study

A study on Capacity Assessment (CA) and Capacity Development (CD) Strategy for Panchayati Raj Institutions (PRIs) was carried out for the Panchayati Raj Department (PRD), Government of Jharkhand (GoJh) and the Ministry of Panchayati Raj (MoPR), Government of India (GoI) through the Capacity Development for Local Governance (CDLG) Project funded by UNDP. A 4-member team (Rajendra Jani, Dr. Ketan Gandhi, Amrita Varadarajan, and Suresh Parmar) conducted the exercise from December 2010 to February 2011 under contract with MoPR-GoI.

The focus of the study is on the capacity of the state to deliver capacities to elected representatives (ERs) and support functionaries in the context of the National Capacity Building Framework (NCBF).

The Report

This report presents the conclusions and recommendations of the study. It is an abridged version prepared by the study team as per MoPR's needs. The detailed report has been submitted to the state.

Challenging task of PRI Capacity Building & Training and its Future Contours

The ERs who won in the elections (held for the first time in a decade after the state was born and 32 years after the previous elections in Bihar) are in a way first generation ERs. A significant tribal area, changing equations of social and political powers after the elections, and the emergence of a new leadership in the form of women ERs poses significant but not insurmountable challenges to PRI Capacity Building and Training (CB&T) in the state.

A strong nodal PRI-CB&T institute, strategies for capacity development, sound outsourcing, involvement of civil society, training content at par with the degree of devolution planned by the state, and sound micro planning for 100 per cent coverage as per NCBF are answers for surmounting these challenges. The state has the potential to apply the learning and experiences of other states. This executive summary addresses significant issues and provides an analysis and recommendations for implementing PRI-CB&T in the state.

Framework for Capacity Assessment

A framework, guided by the capacity assessment exercise was developed for Jharkhand. This identified five key factors and sub-factors and analysed each of the sub-factors as a capacity assessment exercise. The key factors comprise of:

- Key challenges in the system—challenges within government systems, which need systemic solutions from within the government.
- Environment factors—realities of society, which get reflected in PRIs and for which the solutions lie in collaborative partnerships between the government and civil society.

- Emerging realities—born out of PRI elections for the first time after the state was formed, that is after 10 years (and after 32 years in this area).
- Opportunities—that present themselves under the current situation.
- Risks and uncertainties—present risks and uncertainties born out of current realities.

Capacity Assessment Findings

The report recognizes the unique situation of the state where Panchayat elections took place for the first time after the state was formed. It recognizes that an entire generation is missing from ERs and the contextual factors of Panchayat Extension to Scheduled Areas (PESA), high tribal populations, rent seeking behaviour, and the existence of disturbed areas. The team understands that the state has the potential to leapfrog as it enters the CB&T field with a clean slate. An analysis of the key factors is summarized in Table 1.

Table 1: Key Factors Confronting the State for PRI-CB&T

<p>A. Key Challenges Within the System</p> <ol style="list-style-type: none"> 1. Infrastructure which enables implementing PRI-CB&T (transportation, communication, etc.) 2. Defunct/resource starved nodal training institutions 3. Weak coverage and poor implementation efficiency 4. Speed and depth of devolution 5. Non-existent interface with civil society organizations (CSOs) 	<p>C. Emerging Realities</p> <ol style="list-style-type: none"> 1. Emergence of elected women representatives (EWRs) with 50 per cent reservation for women 2. Generation gap for PRIs 3. Concerns and increased focus on environmental issues 	<p>E. Risks and Uncertainties</p> <ol style="list-style-type: none"> 1. Political stability and will 2. Law and order situation 3. Risk of eroding tribal culture 4. Rent seeking behaviour
<p>B. Environment Factors</p> <ol style="list-style-type: none"> 1. Low literacy levels 2. Existence of parallel social and governmental structures 3. Limited civil society capacity to partner for PRI-CB&T 4. Significant disturbed areas 5. Gender 6. Opportunity costs of training 	<p>D. Opportunities</p> <ol style="list-style-type: none"> 1. Potential to make good progress 	

Summary of Recommendations

This section gives a summary of the major recommendations for achieving 100 per cent coverage as per NCBF.

A. Recommendations for Institutional Strengthening

i. **Creating a functionally autonomous nodal state Panchayati Raj Centre within the SIRD premises as per proposed specifications and estimates**

Current PRI-CB&T needs are taken care of by two institutes, one of which has been transferred under the State Institute of Rural Development (SIRD). As the state has both a Rural Development Department (RDD) and a Panchayati Raj Department (PRD) under one secretary it is suggested

that a State Panchayati Raj Centre (SPRC) be established and be located within the SIRD premises as an autonomous society headed by a senior IAS officer. SIRD and SPRC in one campus should strive for a strong rural development hub in the state and all other such soft support institutions (like CAPART) may also be given space in the same premises. With these arrangements the synergy of both the institutions can be tapped optimally.

ii. Creating five new regional Panchayati Raj Centres and refurbishing the existing Panchayat Training Institute into one regional Panchayati Raj Centre as per proposed specifications and estimates

It is estimated that SPRC will get a regional reach by establishing five regional Panchayati Raj Centres (PRCs) each catering to one division. While the Panchayat Training Institute (PTI), Deoghar may be refurbished as one of the regional PRCs, four other centres may be established in the four other divisions and the state may decide on their locations based on the availability of infrastructure, connectivity, and land.

iii. Adequate provisions of equipment, IT/ICT, and furnishing as estimated

The centres will need adequate IT/ICT and furnishing.

B. Creating a Strong Cadre of Resources Including Individuals and Institutions

The state will need a strong institutional infrastructure comprising of individuals (trainers, facilitators, researchers, monitors, and evaluators) and institutions (NGOs, academic institutions, and corporate houses as training implementers and evaluators, researchers, monitors, and supply chain networks for delivering various capacity development (CD) strategies as identified in the Report. We estimate that a minimum of 777 individuals and 259 CSOs will be required for 100 per cent coverage as per NCBF in a timely manner. The contributory partnership strategy for developing this supply chain for delivery of PRI-CB&T requires a long-term vision, strong systems, and the capacity building of these resources.

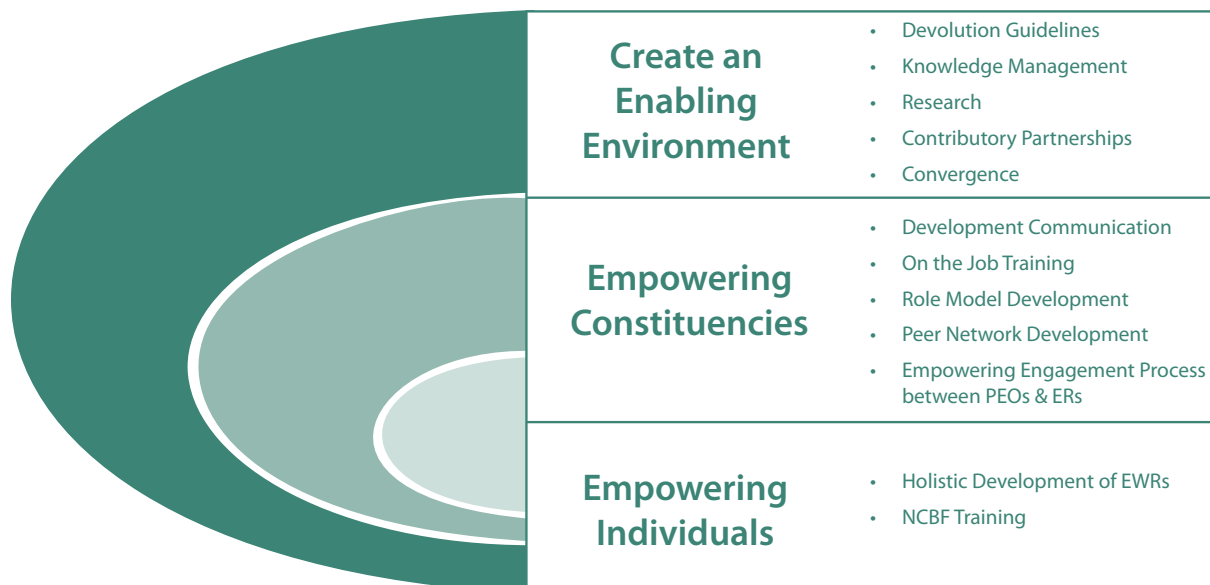
C. Devolution Guidelines

In decentralization, the devolution of functions, functionaries, and funds is an important exercise which is a precursor to PRI-CB&T. The content development of PRI-CB&T should be in tandem with the phasing of devolution to ensure that required and needed capacities are built. Jharkhand can learn from various states' devolution of these functions before it develops its own devolution approach. A national workshop is recommended for devolution as a precursor in which the experiences and learnings from other relevant states can be discussed by state functionaries. Such a workshop may be organized through CDLG or BRGF funds or by MoPR and state contributory funds. This workshop should be held at the earliest, preferably in March 2011.

D. Functional strategies for PRI-CB&T

Functional strategies for PRI-CB&T are developed on the basis of the basic development model with a three-pronged approach of empowering ERs, empowering ER constituencies, and creating an enabling environment. The model and resulting strategic framework is given in Figure 1.

Figure 1: Strategic Framework



The recommended strategies are given in Table 2.

Table 2: Recommended Strategies

Strategies	Objective	Nature	Implementing agency	Target group
Development Communication	To decrease the information divide and access poverty (lack of access to services and information) among ERs in rural areas	Pin pointed strategy with an appropriate media mix (narrow, mid, and mass media) targeted at the gatekeepers of PRIs (government officials, community, etc.)	CSOs	<ul style="list-style-type: none"> • ERs • Community • PSFs
Holistic Development of EWRs	To provide functional literacy(information and skills required to perform Panchayat functions), leadership skills, and gender sensitization to all ERs, with special focus on EWRs	Sessions on literacy, leadership context of PRI functioning conducted at the village level for ERs at all levels	Through convergence with Sakshar Bharat Mission	<ul style="list-style-type: none"> • ERs with special focus on women
Modified NCBF Training	To provide information regarding the roles and responsibilities of ERs and Panchayat Support Functionaries (PSFs) and about various sectoral schemes, programmes, and legislations	In-immersion training provided to ERs and PSFs on their roles and responsibilities through greater use of experiential learning aids like role plays as well as through exposure visits to beacon Panchayats	SIRD/SPRC/ Regional PRCs	<ul style="list-style-type: none"> • ERs • PSFs
On the Job Training	To build the skills and develop the attitude of ERs and PSFs through mentoring interventions at all the three tiers	Qualitative interventions by mentors at all the three tiers	Mentors	<ul style="list-style-type: none"> • ERs

Strategies	Objective	Nature	Implementing agency	Target group
Role Model Development	Strengthening performance oriented processes/ outcomes within PRIs through recognition and rewarding of PRIs and stakeholders	Identification and selection by a state level committee and awards system for role model ERs, EWRs, GPs, and resource persons with a demonstration system to encourage and replicate best practices	SPRC	<ul style="list-style-type: none"> ERs Gram Panchayat Resource Persons/Trainers
Peer Network Development	To share ERs' acquired knowledge and experiences among peers at all levels and replicating best practices	Voluntary and eventually self-sustaining network formed by ERs of all the three tiers to bring about coordination, sharing of information, and replicating best practices	ERs	<ul style="list-style-type: none"> ERs
Knowledge Management	Reduce information and knowledge divide among PRI stakeholders by providing universal access to all stakeholders	Indicators and cycles for monitoring and evaluation of CB&T efforts, ICT platforms for real time data sharing and uploading to ensure timely interventions if required	SPRC	<ul style="list-style-type: none"> Trainers/ Resource Persons PSFs SIRD/Regional PR Centre Staff ERs CSOs (Strategy Implementers)
Research	Direct strategies and policies, etc. as per the needs of PRIs and provide provenance of effectiveness or otherwise of PRI-CB&T	Action, operational, and formative researches to be conducted in legal, social, and management science areas on issues pertaining to PRIs and CB&T in Jharkhand	CSOs	<ul style="list-style-type: none"> All PRI Stakeholders (Government, CSOs, ERs, Community Members)
Contributory Partnerships	<p>To ensure timely and effective delivery of PRI-CB&T efforts and interventions</p> <p>To develop capacities of capacity developers</p>	Partnerships with academic institutions, NGOs, students, etc., to implement CB&T interventions as well as developing compulsory courses for resource persons in order to develop their capacities regularly and courses/fellowships for PRI-ERs and PSFs and other CSOs	SPRC	<ul style="list-style-type: none"> Resource Persons CSOs ERs PSFs
Empowering Engagement Process Between Panchayat Executive Officers (PEOs) and PRI-ERs	To develop capacities of ERs, especially skill building and attitude shaping by engaging PEOs and PRIs	Developing ethical guidelines for PEO interventions as well as frameworks for engagement between PEOs and PRIs and mentoring to PEOs at all levels	PEOs	<ul style="list-style-type: none"> Panchayat Executive Officers (Panchayat secretary, BPROs, etc.) ERs
Convergence	Optimally utilize available resources to achieve the overall objective of effective functioning of PRIs	Possible areas of convergence at policy, systemic, project, and structural levels	PRD	<ul style="list-style-type: none"> Line Departments

All the strategies have been developed to the extent possible with the data available. All the strategies are well informed by the learnings and experiences of other states and best practices.

These learnings include:

- Creating local trainers from tribal areas.
- Delivering training in the local language/dialects especially in tribal belts.
- Creating core content for ensuring training as per the phases of devolution.
- Standardizing the delivery—game changing training strategy with experiential learning replacing transitional classroom training.
- Developing training modules based on a scientific approach rather than on trainers’ judgments.
- Developing a strong cadre of local resources with certifications/exams.
- Regular monitoring of quality and exposure visits to beacon Panchayats along with structured learning agendas.
- Emphasis on traditional folk media for creating awareness along with modern IT/ICT platforms.
- Tapping synergies of all soft support systems through integrated planning of all soft support components of centrally sponsored schemes (CSS).
- Strong M&E for ongoing training, training reporting, and MIS.
- Locating training in local cultural contexts and sensitivities.
- Greater emphasis on training and leadership development of EWRs.
- Knowledge management by capturing and disseminating real time learning.
- Managing management controllable variables in training like batch sizes, clustering, scheduling, and activity based learning.
- Emphasis on functional literacy through linkages with the literacy mission/SSA.
- Getting a trainer mix from ERs/retired government officials/NGOs/professionals.

All these together reflect rich learnings from other states and will help Jharkhand in PRI-CB&T.

It is recommended that the state should further fine-tune the strategies and budgets and implement them.

Estimated Budget for PRI-CB&T

Estimates of the funds required to implement these recommendations are given in Table 3.

Table 3: Estimates of Funds Required

Strategy/intervention	One time cost (in Rs)	Recurring cost p.a.
Establishing SPRC	5 crore	2.47 crore
Establishing Regional PR Centres	9.4 crore	4.68 crore
Training Strategy	0	5,68,03,470*
Development Communication Strategy	1,06,50,000**	1,24,00,000
On the Job Training of ERs Strategy		2,77,68,000
Empowering Engagement Process Among PEOs and ERs Strategy	2,60,77,200 (mentoring training of PEOs)	NIL
Facilitating Peer Network Development Strategy	No additional costs	
Role Model Development Strategy	NIL	58,90,000
Convergence Strategy	No additional costs	
Research Strategy		50,00,000
Knowledge Management Strategy	27,00,000	NIL
Contributory Partnership Strategy	NIL	2,46,33,000
Holistic Development Strategy for EWRs		0#
TOTAL COST	22,29,90,870	17,56,38,360

Note: * includes only training cost for ERs.

**is the one-time cost of equipment which is expected to be recovered through a proposed revenue model.

costs have been estimated but not given here as it is envisaged that this strategy will be implemented in convergence with the literacy programme in the state.

The training cost will increase for the second year to Rs 33,03,76,620 as a 14-day NCBF training is envisaged. The training cost for ERs will decrease from the third year onwards to Rs 7.57 crore per year for the remaining duration of the term. This cost for the training cycle will repeat every time elections take place and it will change relative to the change in the number of ERs.

Implementation Timeframe

While a detailed implementation plan will need to be developed by the state based on the recommendations made in this report, a broad implementation plan is given here. This broad plan captures the essence of progress in the holistic capacity development in PRI-CB&T.

It is estimated that implementing all the recommendations may take three years. The timeframe given below shows the time period for implementing various key strategic recommendations for PRI-CB&T in Jharkhand.

Immediate

(0–6 months)

- Fine-tuning all the strategies and budgets suggested in the Report.
- Identifying and allocating land for establishing four new regional PRCs.
- Advertising for SPRC and regional PRC teams.
- Short listing, interviewing and selecting team members of institutions.
- Contracting selected teams.
- Organizing premises for the functioning of SPRC and regional PRC teams.

- Training of selected teams.
- Establishing a training repository/vortal.
- Training selected SPAs.
- Publishing clear operational guidelines for SPAs.
- Establishing M&E and documentation systems for training being delivered by SPAs.
- Organizing training by SPAs.
- Compiling data of training activities by other departments/schemes/programmes.
- Establishing a CB&T convergence committee and working out a convergence plan.
- Identifying and selecting training resource persons.
- Contracting selected resource persons.
- Training resource persons.

Short Term

(6 months–1.5 years)

- Renovating the existing PTI, Deoghar as a regional PRC.
- Constructing the required infrastructure for establishing SPRC.
- Developing and detailing all suggested systems.
- Developing operational guidelines for all strategies and their budgets.
- Advertising for CSO partners for implementing the various strategies.
- Scrutinizing the applications.
- Selecting and signing MoUs with selected CSO partners.
- Induction training of team members of CSO partners.
- Implementing strategy for ‘empowering engagement process between EOs and ERs’.
- Implementing the on the job training strategy.
- Implementing the role model development strategy.

Medium Term

(1.5–3 years)

- Constructing four new regional PRCs.
 - Establishing mobile vans for training and communication.
 - Establishing community radio stations.
 - Implementing mass media campaigns.
 - Implementing the holistic development strategy for EWRs.
 - Implementing the peer network development strategy.
 - Exposure visits for different categories of ERs and support functionaries as well as for resource people.
- Research, knowledge management, and partnership processes will be ongoing strategies across the timeline.

1. PREAMBLE

Constitutional Amendments 73 and 74 ushered in Panchayati Raj in India. Its guiding principles include strengthening people's ownership and participation in local governance and decisions affecting their lives, following rights-based approaches, and transparency in public administration. Despite attempts by stakeholders at the central and the state levels to strengthen Panchayati Raj Institutions (PRIs), they still have a long way to go before they become strong, inclusive, and democratic institutions in the spirit of the constitutional amendments due to various systemic and social constraints.

In such a scenario, the capacity development (CD) of elected representatives (ERs) and Panchayat support functionaries (PSFs) is perhaps the only transformational tool available to achieve the aims of 73rd and 74th amendments and making PRIs true pillars of democracy. This was recognized in the seventh round table conference on Training & Capacity Development (CB&T) held in December 2004. Subsequently, the Ministry of Panchayati Raj (MoPR) launched a National Capacity Building Framework (NCBF) in July 2006 as a guiding document for CB&T of PRI functionaries. Towards the broader goal of capacity development, besides several other initiatives, MoPR is currently implementing the Capacity Development for Local Governance (CDLG) Project with support from UNDP in the seven focus states of Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Odisha, Rajasthan, and Uttar Pradesh). Another UNDP project Capacity Development for District Planning (CDDP) supports the Planning Commission's mandate on improved capacities in integrated inclusive district planning at the national, state, and district levels. Together, the two projects aim to contribute towards the larger goal of ensuring effective governance and participatory planning.

The CDLG Project is aligned with the goals and objectives of NCBF, and aims to strengthen institutions and processes at various levels, which bring about a behavioural change through increased motivation, joint decision-making, the provision of resources (that is, networks, resource persons/institutions, training courses/material, information, innovative solutions, and methods), and personal empowerment.

Under the CDLG Project the UNDP-RCB (Regional Centre of Bangkok) team under took a mission to Chhattisgarh in August 2009 to assess the capacities of the state to implement NCBF and to undertake district planning. Experts from select national level institutions were invited to accompany the UNDP-RCB team during the mission to ensure exchange of views and techniques.

As a follow up of this, MoPR decided to assess the capacities of other focus states for implementing NCBF and for developing capabilities of PRIs towards the larger goal of promoting effective decentralized governance and participatory planning.

A two-day preparatory workshop was organized by MoPR in Hyderabad on 13–14 May 2010 to discuss the scope of work, expected deliverables, duration of the assignment, confirmation of expert teams, and other terms of engagement. Based on the discussions during the workshop and after a follow up discussion at MoPR, it was decided to assign a four-member expert team to each of the states to undertake the assignment. The teams were asked to undertake the assignment as per the Terms of Reference (ToR).

This is the report of the Capacity Assessment & Capacity Development Strategy (CA&CDS) exercise carried out for Jharkhand as part of the above mentioned initiatives. MoPR enlisted the services of four experts to conduct this exercise:

- Rajendra Jani
- Dr. Ketan Gandhi
- Suresh Parmar
- Amrita Varadarajan

This is the first time that a CA-CDS exercise has been carried out for Jharkhand. Usually such exercises are limited to providing a strategic framework for the state which needs to be followed by developing detailed strategies, systems, plans, and budgets to make it operational. However, we have gone beyond our scope of work to develop a report which provides detailed operational strategies, plans, systems specifications, and also estimates the resources required as much as was practically possible. We hope that this will address MoPR's expectations of strengthening capacity development initiatives at the state level and will provide the state Panchayati Raj Department (PRD) with a hands on and practically implementable document for the significant challenge of 100 per cent coverage in PRI Capacity Building & Training (CB&T).

2. METHODOLOGY, FOCUS, AND LIMITATIONS

2.1 Methodology

MoPR provided the broad indicative guidelines for the methodology and processes to be followed for this study. The study team later developed a full-fledged methodology based on their earlier experiences of such exercises. Overall, the methodology is based on a highly qualitative approach including in-depth interactions with selected key stakeholders, focused group discussions and consultations, representative site visits, and referring to documents and secondary information.

2.1.1 Forming the CA-CDS Team

A CA-CDS team comprising of four experts—Mr. Rajendra Jani, Dr. Ketan Gandhi, Mr. Suresh Parmar, and Ms. Amrita Varadarajan was formed.

2.1.2 Work Plan

At the outset, the study team developed a tentative work plan based on their understanding of the assignment and the situation in Jharkhand. This work plan was shared with MoPR and the state PRD at the start of the assignment. This was fine-tuned based on the feedback of the state CDLG team.

The study team also developed a tentative list of people to be met, consultations to be organized, visits to be scheduled, and the documents to be referred to during the field study and shared these with the state PRD and the state CDLG team prior to field visits. On the basis of this the field visits were fine-tuned as per the needs.

2.1.3 Preparatory Research

The assignment started with desk research which contributed towards developing an understanding of the status of PRIs in the country, and specifically in Jharkhand, the status of CB&T initiatives in the country, specifically in Jharkhand, and good practices in PRI-CB&T. The following areas were studied by referring to different documents downloaded after a thorough web search:

- 73rd Amendment to the Constitution of India.
- Jharkhand Panchayati Raj Act.
- Panchayat Extension to Scheduled Areas (PESA) Act 1996.
- Basic statistics concerning Panchayati Raj in Jharkhand.
- State's response to PRI-CB&T.
- Profile of the State Institute of Rural Development (SIRD), Central Training Institute (CTI), Panchayat Training Institute (PTI), and the Administrative Training Institute (ATI).
- Guidelines of the schemes of the Rural Development Department (RDD).

- Traditional Panchayats in the state—their systems, customs, and traditions.
- Reports of various researches/studies conducted related to PRIs and tribals.

A detailed list of the documents referred to during desk research is given in Annexure 1.

2.1.4 Identifying Key Institutions and Resources in the State

To begin with, the following institutions and their key officials were identified for meetings, consultations, and visits as part of the field work:

- Panchayati Raj Department.
- SIRD.
- CTI and PTI.
- Shri Krishna Institute of Public Administration.
- Traditional Panchayats.
- Academic institutions which could be potential partners in PRI-CB&T.
- Lead NGOs/CBOs within the state.
- Resource persons.

A tentative plan for conducting meetings and consultations with these institutions and stakeholders was sent to the state CDLG team which coordinated the field work.

2.1.5 Field Research

The CA-CDS team carried out the field work over a span of seven days. Table 4 gives the details of the field work:

Table 4: Summary of Field Work

Duration of field work	2.12.2010 to 9.12.2010
No. of team members	4
No. of consultations/meetings	1/20
Field visits	1
Total number of people met	38
Documents referred	200+

The details of the institutions visited, meetings, and consultations are given in Annexure 2. In all, 38 stakeholders were met and more than 200 documents consulted.

2.1.6 Presentation of Field Research

A presentation of the work in progress report was made to Mr. S.K. Satpathy, Secretary, PRD and Rural Development Department (RDD), Government of Jharkhand, Mr. Subendhra Jha, Director PRD, and UNDP-CDLG team members on 9 December 2010.

The presentation covered what the team had understood on the basis of its consultations with various stakeholders of capacity development and training. The key factors affecting the delivery of PRI-CB&T were identified and analysed and a strategic framework was suggested to the state that will strengthen capacities to delivery PRI capacity across the board and enable the state to meet NCBF's objectives. The secretary showed keen interest in the process of devolution that the state should undertake as well as in the development communication strategy. It was decided that a day-long workshop will be held to discuss the report as well as the devolution strategy.

2.1.7 Report Writing

Following the field visit, the study team worked on preparing its report. They found gaps in information at various points which were filled through email communication and telephonic conversations with relevant people.

Report writing started with brainstorming sessions for developing an overall strategic framework for Jharkhand. This was followed by detailing out of each strategy with specifications, operational details, and resource estimates for each strategy.

2.1.8. Focus and Limitations of the Study

The focus of the CA-CDS exercise was to assess the various capacities that make the overall capacity of the state to deliver PRI-CB&T in NCBF's context. No other programme capacities, including those of the state PRD, PRIs (Gram Panchayats/Panchayat Samitis/Zilla Parishads) including HR, infrastructure, systems, and programme capacities of the line departments to support PRIs in their programme implementation were considered.

The study also recognizes that some issues are broad based and beyond the operating boundaries of the state PRD. These includes realities existing in society in terms of gender, expected weak functional literacy of ERs, existing social structures which at times function in parallel to PRIs in rural areas, poverty, non-convergent programmes/schemes, Standing Committees (SCs) created by various line departments to implement programmes/schemes(for example village forest committees and village health committees). These external realities will impact the realities and functioning of PRIs and also the process of their acquiring capacity.

The study identifies such factors and recommends the strategies that the state PRD can follow; when needed it also suggests collaborative partnerships with relevant line departments.

Generally speaking, strategy development reports are broad based and do not provide details of operational strategies, plans, system specifications, or resources estimates. This Report, however, moves beyond this normal scope of work and attempts to provide as many details as was practically possible.

Since this is the first time that such a comprehensive CA-CDS exercise has been carried out in the state its recommendations, strategies, systems, institutional structures, infrastructure, and resource estimates should be looked at again after three years.

3. GENERAL PROFILE

Jharkhand, with an area of 74, 677 sq km, was constituted as an independent state on 15 November 2000 by carving out portions from southern Bihar. Situated in east India, the state shares its borders with Bihar in the north, West Bengal, Uttar Pradesh, and Chhattisgarh in the east, and Odisha in the south. Apart from Hindi, the major languages spoken in the region include tribal languages Santhali, Ho, Mundari, and Oraon.

Jharkhand has abundant natural resources, a large part of which are still untapped. It is the largest producer of coal in the country and a rich source for other minerals. Almost 30 per cent (29.61 per cent) of the state's landmass is under forest cover, accounting for 3.1 per cent of the forests in the country.

3.1 Socio-demographic Profile

Jharkhand is the thirteenth largest state in terms of population. In a significant part of the state (113 blocks in 24 districts) PESA is in force. There are 32 tribal groups in Jharkhand and nine primitive tribal groups which together comprise 26 per cent of the population. The major tribes are Santhals, Munda, Ho, Oraon, and Paharias. Scheduled Castes constitute about 12 per cent of the state's population.

Jharkhand is considered one of the backward states in the country with respect to human development indices like literacy (54.13 per cent—male: 69.74 per cent, female: 39.38 per cent), Infant Mortality Rate (IMR) (48), and so on. It has a Human Development Index (HDI) of 0.513 which is one of the lowest in the country though there have been some improvements in this in the last five years. Table 5 gives the population break up of the state

Table 5: Population Break up in Jharkhand (and the rest of India)

	Population (in per cent)						
	Total	Rural	Urban	Male	Female	SC	ST
India	1,02,87,37,436	72.17	27.8	51.73	48.26	16.2	8.2
Jharkhand	2,69,09,428	77.75	22.25	51.51	48.48	12	26

Source: Census Data Online; Planning Commission Data Tables.

3.2 Health in Jharkhand

Malaria is very common in the state (2,12,496 cases identified in 2008 under the national vector based disease control programme). Among the tribals, sickle cell anaemia is very common as a genetic disorder while anaemia is prevalent among the female population in high proportions. TB and leprosy have reduced after the national control programme's interventions in the state. Jharkhand's coverage under the TB programme has led to an impressive success rate of 98 per cent in treatment. Immunization levels increased phenomenally from 9 per cent in 1998–99 to 34.2 per cent (51 per cent in urban areas and 29.5 per cent in rural areas) in 2005 as per NFHS-III. Jharkhand's development indicators, though low in comparison with the rest of the country, show improvements relative to what they were when the state was formed.

3.3 Economy and Financial Inclusion

3.3.1 Livelihoods

a. Agriculture

Over 80 per cent of the population is engaged in agriculture as a primary source of income. Yet, the state is among those with the lowest agriculture productivity in the country. The agricultural pattern is by and large that of mono-cropping and is largely rain fed. Potable water is an issue, especially in summers, with fluoride being common in many parts of the state and there is less coverage of potable water supply in rural areas.

b. Mines

Jharkhand is one of the richest states in minerals in India. It has 40 per cent of India's mineral reserves. It is the number one producer of coal in the country which is and will continue to be the state's lifeline till it shifts to other sources of energy in the near future. The largest steel plant in Asia is in Bokaro. The state is also rich in minerals like iron ore, copper, manganese, bauxite, and mica. It accounts for 29 per cent of the country's coal reserves and 14 per cent of its iron ore. The state produced 21 per cent of the nation's coal in 2004–05. These, therefore, form the major industries in the state which also lead to the setting up of ancillary industries in which the rural population finds employment.

3.3.2 Self-Help Groups

There are an estimated 80,000 self-help groups (SHGs) in the state which have been formed by various departments—Swarnajayanti Gram Swarozgar Yojana (SGSY), NABARD, health, agriculture, watershed mission, and social welfare. Apart from these, SHGs have also been formed by CSOs as part of their own developmental programmes. Though it has been found that the active SHGs have managed to help families around them in terms of the education of children as well as a decrease in alcoholism among the men, no information is available about the total number of SHGs which are still functional.

3.3.3 Government Programmes

The Jharkhand State Livelihood Promotion Society (funded by UNDP) under the Rural Development Department (RDD) exists in 10 blocks in five districts. The society helps in creating self-employment in various non-farm sectors for which training is given to the people. Programmes like SGSY and MGNREGS are also being implemented which are working towards improving the economic scenario in rural areas.

3.3.4 Migration

Migration is an important livelihood strategy of the poor to cope with low availability of food between December and May. The women migrate to metros and even European countries to work as domestic help while the men migrate to work in brick kilns and tea gardens in states like West Bengal.

3.4 Gender

On the surface, there seems to be much less gender discrimination in government departments in Jharkhand as compared to other states as women are allowed to move around and have also participated in training programmes and planning exercises. However, statistics show that this is not the real picture. The sex ratio in the state is 941 women for every 1,000 men which though higher than the national average of 933 women per 1,000 men still shows that the state has a long way to go. The maternal mortality rate is 312

as compared to the all-India figure of 254. The following figures from NFHS-3 throw further light on the status of women in the state:

- 63.2 percent of the women are married by the time they reach 18 years of age.
- 27.5 per cent of the girls in the 15–19 year age group are mothers; in rural areas this figure is 32.7 per cent.
- 42.6 per cent of the women in the 15–39 years age group have a body mass index (BMI) below normal and 70.6 per cent women in the same age group are anaemic.
- The total fertility rate, that is, the average number of children per woman is 3.3.
- Only 29.1 per cent of the births are assisted by trained birth attendants or health professionals; this figure is 22 per cent in the rural areas.

3.4.1 Freedom of Movement

Women in the tribal communities move around freely but they are discriminated against in non-tribal communities.

3.4.2 Violence against Women

Violence against women, including rape and dowry deaths continue to be reported. According to the National Crime Record Bureau, 2,979 crimes against women were reported in Jharkhand during 2006. These included 799 cases of rape, 410 cases of kidnapping and abduction, 281 cases of dowry deaths, 668 cases of cruelty by husbands and relatives, 414 cases of molestation, and 11 cases under the Immoral Trafficking (Prevention) Act 1956; 36 per cent of the ever-married women have faced some form of spousal violence; in rural areas this figure is as high as 40.6 per cent (NFHS-3).

3.5 Law and Order

3.5.1 Crime

- Jharkhand had four times higher juvenile delinquency crimes than its parent state Bihar (2008).
- Jharkhand reported an increase of about 40 per cent in the number of rapes during five years (2001 to 2006).

3.5.2 Judicial System

There were 11 vacancies out of the sanctioned strength of 20 judges in the Jharkhand High Court as on 1 January 2008. There were 66 vacancies out of the sanctioned strength of 503 vacancies in the district and subordinate courts as on 30 September 2007. Besides this, there were 49,276 cases pending in the Jharkhand High Court and 2,63,901 cases pending in the district and subordinate courts as of 30 September 2007. The prisons in the state are overloaded and have an occupancy of 153 per cent.

Denial of justice is the most important reason why a parallel judicial system has come up in the state. The Naxal kangaroo courts are more time and cost effective as compared to the subordinate judiciary. While people have no way of reaching the existing judicial system, the kangaroo courts reach the deprived sections of society. The Naxals are the arbiters of disputes related to jal (water), joru (wife), and zameen (land) in significant areas of the state.

3.5.3 Naxalism

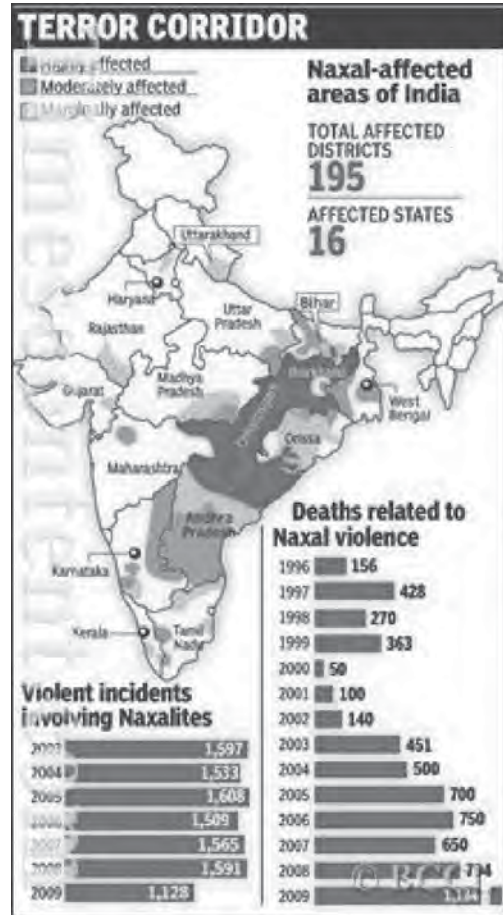
Jharkhand has been at the centre of Naxalite-Maoist insurgency. In Jharkhand, Naxalism is a major problem which has severely hindered its growth. Since the uprising of Naxalites in 1967, 6,000 people have been killed in fighting between the Naxalites and counter-insurgency operators. Out of 24 districts in the state, 22 are Naxal affected. Jharkhand is part of the ‘Naxal Belt’ comprising 92,000 sq km, which has the highest concentration of Naxal groups (see Figure 2).

In Jharkhand, Naxals call for bunds at an average of one every two months—the highest figure among Naxal affected states.

Compared to other states like Maharashtra and Uttar Pradesh, Jharkhand is a plateau and its relief features do not allow armed authorities to penetrate deep into the jungles to fight Naxals.

Naxals also influence the coal belt of India as the state has a significant forest cover, most of which also lies in the mineral-rich districts. For example, 17 per cent of the state’s forest lies in West Singhbhum, which also produces 99 per cent of iron ore in the state. Hazaribagh, the second-highest coal producer in the state, also has 39 per cent of its area under forest cover. Many of the mining districts are also tribal districts—about 70 per cent of the population in Gumla district is tribal while in West Singhbhum, tribals constitute 66 per cent of the district’s population.

Figure 2: The Naxal belt



4. RURAL INFRASTRUCTURE

Jharkhand is a resource rich state in terms of minerals and forests but the scenario in terms of infrastructure is bleak. The state has just started making improvements in infrastructure but still has a very long way to go. Infrastructure will determine the efficiency and effectiveness of all the interventions in the state, including PRI-CB&T.

4.1 Road Connectivity

National Highways comprise 1,006 km and State Highways constitute 4,662 km in the state. But the condition of these roads is poor for the most part. Further, 16,252 habitations were yet to be connected by roads as on 24 November 2010.

4.2 IT Infrastructure

Jharnet (at one time the largest net in Asia) has been established as the State Wide Area Network (SWAN) which has connectivity up to the block level. There is two-way video-conferencing facility till the district level that is well established and functioning properly in some of the blocks. Connectivity has been taken to the village level through 4,000 Common Service Centres. These run on a self-sustaining economic model but it has been found that people are not utilizing their services and so their sustainability is in question.

4.3 Electronic Media Coverage

Electronic media in terms of television, radio, and telephone includes:

- 2.75 lakh land line telephone connections.
- Mobile connection per 1,000 persons varies from 2 (Latehar) to 19 (Purbi Singhbhum) (these figures are for 2008 and changes may have occurred).
- 17.2 per cent of the households had television sets as per the 2001 Census.
- 3.3 per cent household had telephones.
- 26.4 per cent household had transistors and radios as per the 2001 Census.

4.4 Print Media

Jharkhand has several newspapers in Hindi—*Prabhat Khabhar*, *Dainik Jagran*, and *Dainik Bhaskar* and also English newspapers like *Telegraph*, *Hindustan Times*, and the *Times of India*. Other important Indian newspapers in Hindi, English, and local languages are also available in bigger cities by the afternoon and after a day's delay in smaller towns. *Johar Disum Khabar* is the only fortnightly published in the local tribal and regional language from Ranchi. Monthly magazine *Johar Sahiya* is also published in the state's popular regional language Nagpuri-Sadri.

4.5 Folk Media

Jharkhand with its rich tribal culture has folk media that can be utilized for PRI-CB&T. Some of the traditional dances are *Santhal*, *Agni*, *Jhumar*, *Paika*, and *Phagua*. Songs, stories, and proverbs occupy an important place in tribal folk literature. *Sohari*, *Sarbul*, *Karma*, *Tusu*, *Mange*, and *Fagu* are important tribal festivals. The state is also rich in folk songs and *Mandar*, *Nagara*, *Dhol*, *Singa*, *Dhak*, *Dhamsa*, *Tasa*, *Gupi*, and *Jantra* are important musical instruments of the state.

5. CIVIL SOCIETY ORGANIZATIONS

5.1 NGOs

Though NGOs in the state work in many areas, Panchayati Raj is not one area in which they are present. Some of the NGOs working in the state are:

- **International:** PRIA (Society for Participatory Research in Asia), CARE.
- **Indian:** Institutions like the Ramakrishna Mission have been working in the area since pre-independence; they reach out to the remotest corners of the state where many CSOs do not exist. They work towards the upliftment of society through spiritual means.
- **Holistic development:** Organizations like Vikas Bharti have a huge network and outreach across the entire state. They do what they can to help the present generation but work harder to ensure that the next generation sees a brighter future. Therefore, they have set up schools, colleges, and ashrams in interior tribal areas and also have extensive infrastructure and reach.
- **Grassroots level:** They have good rapport with the local community and this social capital needs to be tapped.
- **Technical support organizations:** UNDP project teams (CDLG, biodiversity, convergence, and sustainable livelihood) and UNICEF provide technical support to the government for its various departments and programmes.

A few NGOs have also worked with the state PRD and its training institutions. Several grassroots level NGOs seem to be working in community mobilization and dealing with rural issues. There is a paucity of technical support organizations in the state. All these indicate the need for a long-term contributory partnership development strategy to involve civil society in PRI-CB&T.

5.2 Research Institutions

The Tribal Welfare Research Institute, Ranchi conducts research on tribal issues and culture. Research wings of academic institutions like the Xavier's Institute of Social Sciences (XISS), Ranchi and BIT have also conducted studies on Gram Sabhas.

5.3 Academic Institutions

Jharkhand has a few academic institutions of repute like the Development Resource Centre of the Xavier's Institute of Social Sciences, IIM-Ranchi (which is affiliated to IIM-Kolkata), Ranchi University, Birsa Institute of Technology, and some agricultural universities. These institutions provide courses on rural development, social sciences, and technology. They have the infrastructure as well as human resources to assist in PRI-CB&T monitoring and evaluation, programme design, and training of select stakeholders like master trainers or district level officials.

6. SOCIETAL FABRIC AND MOBILIZATION OF PEOPLE

6.1 SHGs

There are more than 80,000 SHGs in the state. At least 60,000 SHGs are working under SGSY, while others are working in the areas of health and agriculture. The state also has NABARD and other CSOs. Though the number of active SHGs is not available but those that are functioning can be used as starting points and this social capital may be tapped for PRI-CB&T efforts.

6.2 Religious Movements

6.2.1 Missionary Activities

Advent of Christianity in Jharkhand dates back to 1845 when four Christian missionaries from Germany established the Gossner Evangelical Lutheran Church in Ranchi, the present capital of Jharkhand. Gradually, churches of other denominations like Anglicans and Roman Catholic too established their foothold in this region. They have been working in a committed manner in the interiors providing services in education, health, and governance. Many of these organizations have advocated with the government for issues in governance like PESA, forest rights, tribal rights, and Gram Sabhas. Their rapport with the community is a strength that may be utilized for training programmes.

6.2.2 Ramakrishna Mission

The Ramakrishna Mission was started in 1927 in Ranchi. It works in Jamshedpur, Deoghar, and Hazaribagh and runs ashrams, residential schools, colleges, mobile medical units, libraries, Krishi Vigyan Kendras for agricultural training, and women empowerment programmes. The mission's work for the development of the community may also be tapped for achieving PRI-CB&T.

7. STATUS OF PANCHAYATS

7.1 Legislations

7.1.1 Jharkhand Panchayati Raj Act

The Jharkhand Panchayati Raj Act (JPRA) was enacted in 2001 in accordance with the provisions of the 73rd amendment to the Constitution and that of the Panchayat Extension to the Scheduled Areas Act (PESA) 1996 which is applicable to this state. JPRA was amended in 2003 and in 2005. The state also framed the Panchayat Election Rules in 2001. The rules and regulations for the Panchayati Raj Act have been drafted and are awaiting approval; these could not be accessed for this study.

7.1.2 PESA Act

Following the recommendations of the Bhuria Committee, the Centre enacted PESA on 24 December 1996. PESA grants special status to adivasis in scheduled areas. Under PESA, the village council is given the right to intervene in the process of appropriation of land. All the positions at the three levels in the Panchayat system are reserved for tribals. Clause 4. (m) PESA endows the Gram Sabha with 'the ownership of minor forest produces'.

The state has a significant number of blocks and districts which either fall partially or completely under this act. In all 113 blocks are within Scheduled Areas in the state. The following districts in the state are completely under PESA:

- Ranchi
- Lohardagga
- Gumla
- Simdega
- Latehar
- East-Singhbhum
- West-Singhbhum
- Saraikela-Kharsawan block
- Sahebganj
- Dumka Pakur
- Jamtara
- Palamu-Rabda and Bakoriya Panchayats of Satbarwa block
- Godda-Sunderpahari and Boarijor blocks

7.2 PRI Structure

PRIs at the district, block, and village level are the Zilla Panchayat (ZP), Panchayat Samiti (PS), and the Gram Panchayat (GP) respectively. Considering that PESA areas form a significant part of the state, Gram Sabhas take on more importance than Gram Panchayats which become coordinating bodies in Scheduled Areas. The state is conducting Panchayat elections for the first time after its formation. A summary of PRIs which will be formed after the elections, is given in Table 6.

Table 6: PRIs in Jharkhand

Panchayats	Total	Elected Representatives
Gram Panchayats	4,384	43,475
Panchayat Samitis	259	4,384
Zilla Parishads	24	349

Source: Report on Status of Panchayati Raj-State Profile-Jharkhand.

7.3 District Planning

Since the state did not have any Panchayats no District Planning Committees (DPCs) were constituted. Though the line departments were supposed to create district plans in consultation with Gram Sabhas, qualitative experiences suggest that the Gram Sabhas were not consulted and were treated as only support functionaries.

7.4 Finance Commission

In what is a great move towards furthering financial decentralization, the remaining funds from the Thirteenth Finance Commission have been distributed in nearly 27,000 villages in the form of untied funds by the state. One State Finance Commission (SFC) has been established.

7.5 Status of Parallel Bodies at the Village Level

At the village level, various committees have been set up by departments as part of their schemes. For example, Rogi Kalyan Samitis have been set up under the National Rural Health Mission (NRHM) in every village. Sarva Shiksha Abhiyan (SSA) requires the setting up of village education committees or parent teacher committees. According to the Jharkhand Panchayati Raj Act, seven Standing Committees (SCs) need to be set up by a Gram Panchayat:

- General Administration Committee
- Development Committee
- Women, Children, and Social Welfare Committee
- Health, Education, and Environment Committee
- Village Defence Committee
- Government Estate Committee
- Infrastructure Committee

The presence of parallel committees will undermine the position of the constitutionally set up SCs once the elected Panchayats come up. Either these committees should be merged (as is planned under NRHM) or a system of convergence should be set in place so that they report to the Panchayat Standing Committees.

7.6 Social Panchayats

7.6.1 Powers of Panchayats

The heads of the social Panchayats are called mankis, mundas, and pradhans by various tribes. These leaders traditionally took decisions regarding civil matters like land, property, and marriages in the village. The head of the Panchayat is a male. In many tribes this position is hereditary but most of the times, the heads are chosen by Gram Sabhas.

Gram Raksha Dal members took decisions regarding crime and law and order cases. Dalapatis are the heads of Gram Raksha Dals. These Dalapatis are today being trained for the position of Panchayat Sewaks.

7.6.2 Potential Conflicts Between Elected Panchayats and Existing Social Panchayats

This may emerge as a real issue though at times the posts of ERs and traditional social leaders may overlap if social leaders get elected to Panchayats.

8. THE PANCHAYATI RAJ DEPARTMENT

The Panchayati Raj Department (PRD) in Jharkhand came into existence in 1999. It mainly interacts with two ministries at the central level—the Ministry of Rural Development (MoRD) and the Ministry of Panchayati Raj (MoPR). It is considered an important department not only because of the quantum of funds that it handles but also because its activities have a direct bearing on rural development and poverty alleviation. It is also the nodal department through which an endeavour is made for grassroots democracy and decentralization of power through PRIs.

PRD implements centrally sponsored schemes like the Backward Region Grant Fund (BRGF), Panchayat Mahila Evam Yuva Shakti Abhiyan (PMEYSA), and RGSY. PRD also plans and implements schemes from the state budget which include construction of Panchayat Bhawans, capacity building, special grant/prizes for PRIs, and strengthening regional offices. Figure 3 gives PRD's institutional structure.

Figure 3: PRD Organizational Structure



9. CURRENT CB&T SCENARIO IN THE STATE

9.1 State Institute of Rural Development, Hehal, Ranchi

9.1.1 History

The State Institute of Rural Development (SIRD), Jharkhand was established in 1954 in the state of Bihar and after the bifurcation of the state, SIRD came into being in its present form in 2002. SIRD's main functions are directed towards imparting training to officials of the state government, PRIs, and NGOs. However, since the state did not have Panchayats, SIRD's training efforts were directed towards PRI support functionaries, government officials, and NGOs.

9.1.2 Human Resources

SIRD enjoys no autonomy and is a part of the Rural Development Department (RDD). It is headed by an IAS officer who functions as its director. The post of the director is of the rank of a secretary to the government. The director has limited financial and administrative powers and all matters with financial implications amounting to more than Rs 1 lakh have to be sent to the secretariat.

SIRD needs to have a stable leadership if it is to function properly. In the last few years, SIRD has seen eight to nine directors. The posting is perceived as one prior to retirement, as a transit posting, or a punishment posting.

There are five sanctioned faculty positions of which three have recently been filled—two female and one male. Therefore, SIRD largely depends on external faculties. Most of the positions for support staff like database managers, system analysts, and data entry operators lie vacant. It has 20 non-teaching staff members.

9.1.3 Physical Infrastructure

The SIRD campus is spread over an area of 23 acres with hostels split between its north and south campuses. It has three building blocks with three classrooms. There are 36 hostel rooms with a capacity of 122 inmates each. It has two lecture halls with a capacity for 100 people each in both the campuses. SIRD has a library which has approximately 18,500 books. There are two conference halls in the north campus with a capacity for 100 participants in each. Under ICT infrastructure, only 20 out of the 48 computers on the campus are functional and there are two laptops. The IT infrastructure comprises of one scanner, one server, and three functional printers out of eight. There is no LAN or internet connectivity. Electricity back up is also unreliable in the institute. Its five buses lie defunct and dysfunctional.

9.1.4 Knowledge Capital

SIRD has not developed any training modules nor has it conducted any research. There have been no linkages made or convergence efforts taken up with other departments and institutions.

Draft training modules (8–9 books) have been prepared and are awaiting approval from the Law Department as they contains rules and regulations which are also awaiting approval from the state. These were not made available to the CA-CDS team and thus the Report does not make any comments on these.

9.1.5 Coverage of Training

SIRD has been conducting training for support functionaries such as Gram Rojgar Sewaks (functionaries under MGNREGS), Gram Sewaks, Dalapatis, and Block Panchayati Raj Officers (BPROs).

9.1.6 Funds and Expenditure Pattern

SIRD gets budgetary support to the extent of Rs 1 crore under plan expenditure and Rs 1.38 crore under non-plan expenditure heads. Rs 2 crore, sanctioned under BRGF are yet to be utilized in the state. SIRD's funding and expenditure patterns for the last two years is given in Table 7.

Table 7: SIRD's Budget and Expenditure

Year	Central Receipt	State Receipt	Other Receipt	Total Receipt	Expenditure			UC Pending against Central Receipt
					Salary	Non-salary	Total	
2008-09	-	1,48,43,166	8,80,859	1,57,24,025	74,38,250	45,69,054	1,20,07,304	-
2009-10	1,84,39,000	1,66,45,000	1,02,93,104	4,53,77,104	79,20,211	2,33,04,585	3,12,24,796	1,63,94,292

9.2 Central Training Institute (CTI)

9.2.1 History

The Central Training Institute (CTI) was set up under PRD in 1954. Its mandate was training and capacity building of ERs, Dalapatis, and Panchayati Raj functionaries. Originally, the CTI campus was located in Brambay which has been given to the central university so CTI is currently housed in the SIRD campus.

9.2.2 Physical Infrastructure (Brambay Campus)

The 54 acres CTI campus in Brambay had sufficient infrastructure and was furnished and equipped for conducting residential and non-residential training programmes. Post-renovation, the campus was even better with upgradation in its building and equipment. This has now been handed over to the central university.

No major training has been organized by CTI in the last two years. The only training that it has conducted has been for Gram Pradhans and Loshadhyakshs in PESA areas under the centrally sponsored SGSY scheme and imparted training to more than 1,200 village Pradhans and Koshadhyakshs.

9.2.3 Knowledge Capital

CTI uses videos and a few films for its training programmes. No modules have been created nor has any research been conducted.

9.2.4 Human Resources

CTI is headed by a principal. Experienced BPROs are deputed as faculty in CTI. There are 35 sanctioned positions including administrative staff in CTI out of which only 16 persons are on board. CTI also has six sanctioned faculty posts of which only half are filled. The lack of adequate human resources is crippling CTI.

A PTI located in Deoghar also functions under CTI's control. PTI has infrastructure and human resources to conduct training for Panchayat leaders like Gram Pradhans and support functionaries.

9.3 Shri Krishna Institute of Public Administration

9.3.1 History

The Shri Krishna Institute of Public Administration (SKIPA), Ranchi was set up in 1952. The institute developed training programmes for a variety of target audiences, such as newly recruited civil servants, district level officers, and other administrative officials through community development schemes.

The institute has its genesis in the felt need for providing guidance and training for newly recruited civil service officers.

9.3.2 Physical Infrastructure

SKIPA has training facilities for undertaking classroom lectures along with co-curricular and extra-curricular activities. It has three hostels, a computer centre with 40 computers for the participants, and 16 laptops for the faculty. It also has audio-visual aids and multi-media equipment to facilitate training programmes. It has a well-stocked library with over 30,000 books on a variety of subjects in social sciences, literature, religion, and computer technologies.

9.3.3 Human Resources

SKIPA has a governing body headed by the chief secretary of the state with the director general (DG) of the institute being the member secretary. The heads of various connected departments serve as members. The DG is assisted by officials, such as a director, additional/joint directors, and deputy directors. There are five faculty posts in the institute and they are taken up by people from the departments of judiciary, education, and accounting while two are from the administrative services. Resource persons therefore need to be called from institutions like the Xavier's Institute of Social Sciences.

9.3.4 Disaster Management Centre

SKIPA Disaster Management Centre was established under the aegis of the National Institute of Disaster Management, Ministry of Home Affairs, Government of India in May 2007, and the process of strengthening ATI for disaster management was initiated by the induction of two faculty members and a support staff to assess training needs and impart training to various stakeholders of disaster management in the state. The centre was also recognized as a Regional Training Institute in eastern India covering the states of Bihar, West Bengal, and Odisha apart from Jharkhand (Source: skipa.nic.in).

9.4 NGOs and CSOs

A few NGOs, CSOs, academic institutions, faith-based organizations, and networks of NGOs/CSOs were approached during the field work. By and large, these organizations are willing to contribute at different levels of PRI-CB&T. However, only a few NGOs (like Vikas Bharati, Development Resource Centre-XISS, Ramakrishna Mission, and PRIA) are 'CB&T intervention ready'. Local, small time grassroots level organizations will require capacity development before they can provide training to upcoming PRIs.

Partnerships can be built with these institutions based on their expertise and interest, for mobilizing communities, generating awareness, imparting training, doing a training needs assessment (TNA), module design, ToTs, and monitoring and evaluation of training programmes.

10. KEY ISSUES AND RECOMMENDATIONS IN PRI-CB&T

Based on a comprehensive situation analysis, key factors affecting PRI-CB&T are given in Table 8. These are in the form of:

- Key challenges in the system—challenges within government systems, which need systemic solutions from within the government.
- Environment factors—realities of society, which gets reflected in PRIs and for which the solutions lie in collaborative partnerships between the government and civil society.
- Emerging realities—born out of PRI elections for the first time after the state was formed, that is after 10 years (and after 32 years in this area).
- Opportunities—that present themselves under the current situation.
- Risks and uncertainties—present risks and uncertainties born out of current realities.

Table 8: Key challenges in implementing CB&T

A—Key Challenges Within System	C—Emerging Realities	E—Risks and Uncertainties
<ol style="list-style-type: none"> 1. Infrastructure which enables implementing PRI-CB&T (transportation, communication, etc.) 2. Defunct/resource starved nodal training institutions 3. Weak coverage and poor implementation efficiency 4. Speed and depth of devolution 5. Non-existent interface with civil society organizations (CSOs) 	<ol style="list-style-type: none"> 1. Emergence of elected women representatives (EWRs) with 50 per cent reservation for women 2. Generation gap for PRIs as members are being elected after a gap of 10 years 3. Concerns and increased focus on environmental issues 	<ol style="list-style-type: none"> 1. Political stability and will 2. Law and order situation 3. Risk of eroding tribal culture 4. Rent seeking behaviour
B—Environment Factors	D—Opportunities	
<ol style="list-style-type: none"> 1. Low literacy levels 2. Existence of parallel social and governmental structures 3. Limited civil society capacity to partner for PRI-CB&T 4. Significant disturbed areas 5. Gender 6. Opportunity costs of training 	<ol style="list-style-type: none"> 1. Potential to make good progress 	

Each of the challenges mentioned in Table 8 will influence PRI-CB&T.

10.1 Key Challenges within the System

Challenges within the system lie in the realm of the state government (some may lie outside the realm of PRD and RDD) and need to be addressed in a time bound manner to ensure effective delivery of PRI-CB&T. Five key factors identified are:

- Lack of infrastructure which enables the implementation of PRI-CB&T.
- Defunct/resource starved nodal training institutions.
- Weak coverage and poor implementation efficiency.
- Speed and depth of devolution.
- Non-existent interface with CSOs.

10.1.1 Infrastructure Enabling Implementation of PRI-CB&T

Infrastructure to tap the state's full potential is severely lacking. Key markers demonstrating the lack of infrastructure in the state comprise of:

- 22nd rank in the infrastructure index.
- 21st in communication.
- 18th in power.
- 14th in transport.
- Out of 36,827 habitations, 16,252 are yet to be covered by roads.

PRI-CB&T delivery presumes availability of electricity and road connectivity (all weather roads and availability of transport). Given the poor state of both these aspects of infrastructure, the PRI-CB&T strategy will have to either use traditional media for delivering CB&T which do not require electricity or use generators at training sites, or use a combination of both these alternatives. This also means that ICT integration into PRI-CB&T will have to factor in the existing realities of poor infrastructure in the state.

a. Roads and Transportation

Transportation in the state is in a poor condition with a significant number of rural areas not connected by any form of public transport leaving community members no choice but to walk to their destinations.

Weak roads and transport connectivity will require the CB&T strategy to:

- Provide information sufficiently in advance to participants to allow for increased travel time to and from training sites.
- Make allowances for increased travel costs to ensure that the participants do not have to spend out of their pockets for training (this is significant when seen in the context of 49 per cent below poverty line (BPL) families in the state, one of the highest numbers in India).
- Make training worthwhile for participants to compensate opportunity loss to BPL-ERs. Opportunity loss is real for BPL-ERs as they may lose daily wages when they attend training.
- Ensuring a dual strategy of cluster based training in nearby clusters as well as full-fledged residential training. The meaningful time for the training intervention will increase significantly in case of residential training.

b. Electricity

Despite being the largest producer of coal in the country and having huge industries in the state, Jharkhand is still power starved. Power cuts are frequent and require back up which many in the state cannot afford.

Electricity coverage in the state is just 11 per cent against a 54 per cent all-India average. As per the 2001 Census only 15.4 per cent of the households had electricity.

The methods of PRI-CB&T training and means of information dissemination will have to be planned out keeping in mind the shortage of power in the state. Hence, power point presentations may not be a sensible or useful approach to follow unless there is generator backup which will have to be factored into the total costs for training. In any case with a large number of ERs from PESA areas, experiential learning tools will need to be emphasized on much more during training. These may include storytelling, role plays, songs, and experience sharing. It will also be useful to have the training delivery in tribal dialects and will mean developing a local resources strategy in PRI-CB&T.

c. Communication

Penetration of televisions, telephones, print media, and mobile phones is also comparatively less in the state on the basis of the following markers:

- 2.75 lakh land line telephone connections.
- Mobile connections per 1,000 persons vary from 2 (Latehar) to 19 (Purbi Singhbhum).
- 17.2 per cent households had television sets as per the 2001 Census.
- 3.3 per cent household had telephone connections.
- 26.4 per cent household had transistors and radios as per the 2001 Census.

The state government has implemented Jharnet, an e-governance platform, which at one time was one of the largest in South East Asia and information is now relatively easily available though it will take time for its benefits to percolate to the masses. There is well established connectivity only till the district level and in some places till the block level as the infrastructure for housing equipment for video conferencing is still being constructed.

Strategic Options—Infrastructure Enabling Delivery

The poor state of rural infrastructure—roads, transportation, power, as well as lack of ICT coverage—indicate that the development communication strategy for PRI-CB&T in the initial period will have to utilize a mix of traditional media of delivery (folk performances and fairs and festivals and in local language/dialect) along with modern ICT media (mobile open air movie theatres, mobile IEC vans, and M-ICT as some ERs may have mobile phones and radios) through infotainment like short films in local languages. Community radio stations are indicated (three exist in the state at present) as a local culture-embedded, low cost, high reach, and narrow media coupled with the involvement of the community and livelihood options. Strong interpersonal communication is also indicated based on traditional tribal ways of communication. Volunteers as CB&T communicators from model ERs, and opinion leaders and NGOs/CSOs as delivery channels for development communication are recommended. Short films followed by group discussions and trainers' interventions will increase the consistency of training delivery in the cascade training mode. As trust is seen to have a significant influence among tribals, local trainers will need to be developed from among tribal populations. The PRI-CB&T delivery and material will have to be contextualized in tribal settings and culture.

10.1.2 Defunct/Resource Starved Nodal Training Institutions

Both the nodal institutes SIRD (for rural development) and CTI and PTI (for PR) are resource-starved:

- 40 per cent faculty positions have been filled as against the sanctioned posts (the number of sanctioned posts itself is low and not broad based as per emerging needs of PRI-CB&T).

SIRD needs to hire trained and skilled resource persons to conduct training for PRI-ERs and support functionaries.

- Dilapidated buildings and hostel facilities. These have been improved recently.

SIRD needs to have a proper building and infrastructure where training participants can stay for the training period.

- Outdated and less than adequate training equipment, audio-visual aids, and no IT/ICT platforms. The main institution for training of PRI-ERs and support functionaries does not have an adequate number of computers and is not connected by LAN or internet.

The strategies suggested in this Report require SIRD to beef up its ICT infrastructure which will also allow it to reach out to more people in the target group. It will have to get internet connectivity and appropriate technological aids like LCDs, internet servers, and functional computers. Video conferencing among proposed Regional Extension Training Centres (RETCs) and all training institutes is indicated which will help ensure consistent quality, help deal with scarce resources at the cluster level in the initial period, and provide a large coverage area for scaling up the effort.

Convergence between training institutes and programmes is a must in the state for optimum resource utilization as well as for reaching the target of 100 per cent coverage.

- Except for the recent training by CTI very little training has been done with extremely limited coverage (though PRIs did not exist but training of support functionaries could have been covered completely).
- ATI's director general has been made the overall in charge of all training institutes. This will enable the use of ATI's infrastructure as well as human resources (internal as well as database of external faculty) for PRI-CB&T.
- There have been no/delayed fund flows for a decade except for the recent budget approval for Rs 100 million for building upgradation.
- Though SIRD has adequate land (27 acres as reported) its campus is used by other institutions ranging from sports organizations to engineering colleges. Recently the state government has relocated CTI to SIRD and the CTI campus has been handed over to the central university.

The box below explains the summary of strategic options for the nodal PRI-CB&T institute in the state.

Strategic Options—Nodal Institution for PRI-CB&T

Due to high poverty levels (49 per cent), significant developmental issues related to the tribal population (29 per cent of the total population) are not being dealt with effectively. Poor connectivity, weak infrastructure, and weak interface between government and civil society are some of the other problems confronting the state. Hence, what is recommended is a centralized SIRD with a holistic approach and a strong PRI focus (centre/division of SIRD with separate budget, staffing and ETCs and infrastructure but housed within SIRD with due modifications in SIRD's constitution and byelaws as required to function as an independent autonomous society with the PRI training division as a separate functionally autonomous division within SIRD). It is believed that one strong institution with a specific focus will work better than two independent verticals with divided forces in the state. This will help combine RD's synergies with PRD as it will have a single leadership in the form of secretary PRD and RD. Significant delays in taking decisions, sanctioning and procurement of material, and micro management and reverse delegation will also be dealt with. Further, SIRD will be able to work as an autonomous society instead of being a government department. Hence, SIRD's constitution and byelaws need to be carefully drafted to ensure its functional autonomy albeit with its governance with PRD and RD. The SIRD director's post should be given to an IAS officer, as is the case currently, so as to provide adequate powers for autonomous decision-making. Director SIRD will report to secretary PRD and RDD. Under the current circumstances it would be the best option to get direct funding for SIRD from MoPR (BRGF, SGRY, and PMEYSA), the state high power committee can decide on this and inform MoPR. The state also needs to argue for revised training cost norms, which will be applicable for the remaining unused funds (for new funds from MoPR the revised cost norms will be applicable automatically). The state government should consider making the SIRD campus a hub of rural development with all institutions/programmes related to rural development located in the campus. These may include SIRD, the PRD training division, Jharcraft, CAPART, and any other relevant institutions.

The proposed SIRD thus will:

- Be responsible for holistic capacity development and not limited to training with appropriate synergies tapped from sectoral focus of RDD and institutional strengthening focus of PRD.
 - Be an autonomous society with its own constitution and byelaws to ensure its functional autonomy.
 - Have a director from the IAS cadre.
 - Have access to direct funding from MoPR; for rural development it may continue getting funds from the state RDD.
 - Have adequate human resources with matching remunerations. A contracting approach is indicated for this as the government's remuneration norms may not allow for market-based remunerations.
- Infrastructure with ETCs (with full-fledged residential training facilities), IT/ICT and physical infrastructure and renovation/upgradation of existing assets as needed.
- Strong systems to engage civil society which is needed to scale up reach to 100 per cent coverage.
 - Have a strong PR focus in the form of a division of PRI within SIRD. Functionally autonomous PRI training division housed within SIRD with its own infrastructure, staffing and budget).

10.1.3 Weak Coverage and Poor Implementation Efficiency

Trends in the state show weak coverage and poor implementation efficiency for all programmes or schemes. This is evident from the following markers:

- 3 per cent coverage for self-employment schemes.
- 11 per cent coverage for wage employment schemes.
- 27 per cent coverage for old age pension schemes.
- PDS has a 10 per cent coverage in rural areas.
- Electricity coverage is 11 per cent (India average 48 per cent).

Though this is not directly related to PRI-CB&T but to achieve 100 per cent coverage of ERs and PSFs, such a scenario has to be acknowledged. The challenges within the system need to be taken into account while planning PRI-CB&T for the entire state. Also some of the schemes offer scope for convergence at various points of the training programme like mobilizing the community.

At the same time, 100 per cent coverage of ERs and support functionaries for CB&T is mandated by NCBE, so there is a need to catch up on lost time. Since Panchayat elections are going to be held after 32 years in this region, expectations from newly elected ERs are high. Further, strong PRIs can also play an important role in bringing peace to disturbed areas.

While overall systemic improvements in implementation can continue, PRI-CB&T needs to be implemented in mission mode.

The PRI-CB&T strategy needs:

- A strong and vibrant SIRD.
- Sound long-term partnerships with support partners who can generate knowledge capital for CB&T efforts and provide value-added knowledge products.
- Adequate infrastructure including IT/ICT.
- Access to timely funds and decisions.
- Long-term contributory partnerships with NGOs/CSOs in rural areas to develop and utilize their social capital as a CB&T delivery channel.
- Comprehensive and detailed operational strategies for holistic capacity development of PRIs and their stakeholders.

10.1.4 Speed and Depth of Devolution

A soundly designed and carefully implemented devolution of powers to PRIs is the best way of building their capacities.

It is argued that devolution of powers is a capacity building/facilitating exercise and is a part of the PRI-CB&T strategic framework (though it is usually seen as a programmatic strategy). However, this devolution of powers should be done in a phased manner so as to avoid the risks of ERs having high expectations.

While ultimately the extent of devolution will depend on political will, its effective implementation will depend on how much awareness is generated among the stakeholders and how well a consensus is built.

The devolution strategy for the state will be well informed based on learning from other states (West Bengal, Himachal Pradesh, and Kerala), international experiences (Thailand and Cambodia), and GoI's model guides. Devolution is a long (2–4 years), complex, and resource consuming exercise and this will be almost impossible to reverse once the process of its implementation is started. It is, therefore, important that the exercise is carefully designed with adequate participation of all concerned and then implemented.

Devolution as part of PRI-CB&T strategy will have:

- Sensitization—Clarity in the concepts of deconcentration, delegation, and devolution among decision-makers, and in the process a consensus on its architectural design (who does what—decision-making, work/proposal/dissemination, action plans and responsibilities, steering committees, working groups, roles and responsibilities of all stakeholders, timeframes).
- Preparing legal ground—Mapping all relevant sectoral acts and revisions as per the needs including the state PR Act and appropriate rules and regulations under the state PR Act.
- Mapping out services, functions, and departments—Experience shows that best devolution occurs when it is based on services and functions and not on existing departments (as a service may be broken up into more than one department).
- Breaking down functions/services into activities.
- Preparing guidelines/principles of devolution/functional assignments—This will include principles of subsidiary, economic bundling, current capacities, and equality.
- Preparing a devolution matrix—Services/function/activity-wise among District Panchayats, Block Panchayats, Gram Panchayats, and Gram Sabhas (in both PESA and non-PESA areas).
- Developing a responsibility and authority matrix which corresponds with the devolution matrix.
- Assigning fund streams across the three tiers of Panchayats—central/state/others—tied/untied/partly tied.
- Prioritizing devolution and phasing as per state realities and assessments.
- Getting all sanctions/approvals, executive orders, ordinances, GOs, acts and revisions of acts.
- Identifying people and infrastructure and making arrangements for their transfer/allocation.
- Issuing instructions and executive orders as required for transfer of funds, functionaries, and functions.
- Sensitizing and training of all concerned stakeholders on devolution mechanisms and implementation plans.
- Preparing and implementing CB&T plans.

10.1.5 Non-existent Interface with Civil Society

Government's collaborations with civil society, be it NGOs or academic institutions or individual resources especially within the state PRD and its training institutions are non-existent in the state. This does not allow for enrichment of programmes and also prevents the government from reaching its entire target group as it utilizes minimum government infrastructure.

It is understood that experience of working with CSOs has not been good for both the sides. But qualitative experiences also suggest that thorough screening at the selection stage yields satisfactory results. MoPR has come out with a reference guide for states considering outsourcing activities under PRI-CB&T. There are a few organizations that are CB&T intervention-ready like the Ramakrishna Mission, Vikas Bharti, as well as missionaries who work across the state. The state PRD may partner with such organizations for implementing CB&T interventions in a few districts by each organization.

10.2 Social Factors

Social factors too need to be kept in mind when planning for an effective CB&T exercise. While factors of the social environment are outside the realm of the government system, it can influence these factors. Six key factors are identified here which are perceived to have an impact on PRI-CB&T:

- Low literacy levels of new ERs.
- Existence of parallel social and governmental structures.
- Limited civil society capacity to partner for PRI-CB&T.
- Significant disturbed areas.
- Gender.
- Opportunity costs of training.

10.2.1 Low Literacy Levels of New ERs

Jharkhand has one of the lowest literacy rates, especially among rural women (overall literacy rate 54, male: 69.74 per cent, female: 39.38 per cent as per Census 2001). However, since these figures from Census 2001 came out, enrolment rates in primary education have increased impressively at 95 per cent. But it will take at least two decades for the effects of this enhanced enrolment to reflect in PRIs.

Assuming the same level of literacy rate among all ERs and EWRs a clear focus on functional literacy in the PRI-CB&T strategy is indicated. Functional literacy campaigns coupled with special emphasis on leadership development among EWRs is also indicated as 50 per cent of the newly elected representatives are going to be women who have a lower literacy rate and have to also deal with a traditional patriarchal decision-making culture. Collaborative partnerships with the Education Department, especially for non-formal education of ERs and EWRs, convergence with the Jharkhand State Livelihood Promotion Society, contributory partnerships with CSOs, village volunteer forces for imparting functional literacy to ERs/EWRs, and piloting innovative experiments with developmental partners' funds is indicated as part of the CB&T strategy.

10.2.2 Existence of Parallel Social and Governmental Structures

While PRIs as institutions have been given a constitutional mandate this is yet to be provided to them under all GoI's flagship programmes. Out of the 13 flagship schemes only MGNREGS, BRGF, PMEYSA, and RGSY are mandated to PRIs, while all the other schemes like NRHM, and SSA bypass PRIs. These programmes have their own implementation structures (for example, the Education Department has its own education committees and NRHM has its own health committees at the village level). On the other hand, PRIs have their own Standing Committees for the same subjects/themes. Both these set-ups work more or less independently of each other.

Jharkhand also has a rich tribal culture. Historical writings suggest that tribals had a sound democratic approach in managing and governing their own villages and communities. Democracy in tribal areas prevailed much before India was born. Parha-patti (Oraon), Manki-Munda (Ho/Munda), Manjhi-paranik (Santhal), and Doklo-sohar (Kharia) are well-documented leadership patterns among the tribals. While

some of the tribal customs are now extinct, their essence still remains and Primitive Tribal Groups (PTGs) for the nine tribes in the state still have firmly entrenched social leaderships. In 113 blocks, it is constitutionally mandated that these traditional leaderships and ways of decision-making are preserved and supported.

The RD's sectoral programmes (as also the programmes of other departments) need to tap and integrate the rich and diverse knowledge and wisdom of tribals in managing forests and the environment and in water conservation.

The CB&T strategy will have to be firmly rooted in preserving tribal ways of managing in PESA areas (as per the spirit of the Constitution). The characteristics of the CB&T strategy include:

- Implementing PRI-CB&T and other developmental initiatives through local CSOs, CBOs, and SHGs.
- Creating a cadre of dual language speaking (Hindi and local tribal dialect) local/tribal trainers to train ERs and support functionaries.
- Substantial emphasis on adult learning approaches and experiential learning aids including storytelling, songs, dramas, folk performances, films, and role plays.
- Training delivery in local language/dialect.
- Strong convergence among all developmental initiatives and departments and parallel governmental structures.
- Linking up networks like Honeybee and National Innovation Foundation to tap and disseminate the wisdom and knowledge of tribals and integrating these into the delivery of sectoral training of the Rural Department and other departments.
- Strengthening Gram Sabhas as socio-political platforms for negotiations and decision-making among the traditional leadership and the newly elected Panchayat representative through awareness, advocacy, and capacity building of rural masses through the involvement of CSOs.

10.2.3 Limited Civil Society Capacity to Partner for PRI-CB&T

While Jharkhand seems to have an adequate number of NGOs in most of the districts, their capacity to design, develop, and implement deep democratic interventions, CB&T, and creating awareness is seen as something which needs strengthening. In other words very few NGOs (like Vikas Bharati, Development Resource Centre, and Ramakrishna Mission) are 'CB&T intervention ready'. By and large NGOs/CSOs' capacities need to be built. With all the mega-industries and large investments, corporate and public sector units have well-developed corporate social responsibility (CSR) functions which can be tapped for the PRI-CB&T strategy.

The CB&T strategy will focus on a long-term strategy for developing local resources based on the principles of contributory partnerships and long-term relationships. Strong linkages with corporates and PSUs are indicated so that there is integration with their CSR initiatives. Need for long-term valid pre-qualifications of CSO partners and transparent allocation of tasks, functions, and work to each of them shows the need for strong systems of procurement management, contract management, and public-private partnerships and the signing of MoUs for timely release of funds and an adequate M&E system to ensure quality and consistent delivery through CSO partners. The M&E system needs to be outcome oriented and not limited to outputs. The need for timely decision-making indicates well-defined delegated powers for functional/operational autonomy to deciding units. ‘Chinese wall’ is indicated among the functions of procurement, payment, operations, and M&E. The state will have to deploy both the routes for procurement (for example, by invitation and open selection) to tap maximum strengths from the existing social capital for PRI-CB&T. MoPR has recently disseminated an Outsourcing Reference Guide which can be used for installing such systems and for the procurement and contract management teams within SIRD for CB&T. Another report indicates that about 120 NGOs in the Naxal belt are under the scanner of security agencies for alleged ties with Naxalites. The short-listing and selection criteria and M&E will have to factor in these concerns. Varied partnerships are visualized for PRI-CB&T:

- MoU based partnerships with mega-industries integrating their CSR initiatives with PRI-CB&T.
- Invitations to a few well-qualified CSOs of repute, long track records, and sound rapport and trust relationships with local communities as support partners (ToTs, M&E, developing training modules, developing knowledge products, and research) and as CB&T implementing partners (implementing training, mentoring, and communication initiatives in villages and blocks).
- Open selection of all others for various support or implementation tasks.
- Open selection, ToTs, and M&E of local faculties, mentors, communicators, and functional literacy trainers.

The long-term partnership strategy will not only deliver quality and time bound capacity building but it will also make SIRD more vibrant.

10.2.4 Significant Disturbed Areas

Law and order situation in Jharkhand needs to be improved in a number of areas:

- 22 out of the 24 districts are affected by Naxals. Naxals influence the coal belt of India, which can accelerate into a major energy crisis.
- In 2008 Jharkhand had four times higher juvenile delinquency crimes than its parent state Bihar.
- Jharkhand reported an increase of about 40 per cent in the number of rapes in a time span of five years (2001 to 2006).

CSOs and village volunteers and networks report that they have no problems in delivering CB&T in disturbed areas. However, due to difficult connectivity (and other issues) non-residential full-day training workshops actually mean training from 11 am–4 pm only.

The PRI-CB&T strategy will cater to these realities through:

- Residential training.
- Deploying local resources who are respected by communities.
- Strong awareness drives through development communication as part of PRI-CB&T.

10.2.5 Gender

Tribal women in olden times were accorded the same status as their male counterparts in homes, but for village management all leadership was with the males. Today, child/under age marriages are common and so is belief in witchcraft; rape cases too have increased significantly. All these factors coupled with lower literacy rates among women and their lack of contextual knowledge for managing PRIs make gender issues important in PRI-CB&T delivery.

The PRI-CB&T strategy should allow for adequate compensation for travel costs under the overall cost norms for training. The issue of opportunity costs is a real one and cannot be compensated under any scheme and neither is it desirable that people be paid for attending training. Thus, the CB&T strategy will have to strive towards demand driven training in the long run. Regardless of these realities CSOs have reported no perceived issues in training attendance including that of EWRs.

10.2.6 Opportunity Costs of Training

A significant number of ERs may come from BPL families (especially ward members) and may be daily wage earners. High poverty levels, difficult connectivity and increased time/costs for travel to and from training sites will thus have an important bearing on PRI-CB&T.

The PRI-CB&T strategy should allow for adequate compensation for travel costs under the overall cost norms for training. The issue of opportunity costs is a real one and cannot be compensated under any scheme and neither is it desirable that people be paid for attending training. Thus, the CB&T strategy will have to strive towards demand driven training in the long run. Regardless of these realities CSOs have reported no perceived issues in training attendance including that of EWRs.

10.3 Emerging Realities

PRI elections after a gap of 32 years (10 years after the state was formed) have thrown up several emerging realities. Those realities, which are significantly relevant to PRI-CB&T include:

- Emergence of EWRs with 50 per cent reservation.
- Generation gap of new ERs for PRIs as they are being elected after a gap of 10 years.
- Concerns and increased focus on environmental issues.
- The shape and speed of devolution.

10.3.1 Emergence of EWRs with 50 per cent Reservation

Traditionally, the positions of Manki, Munda, and Pradhan were held by men from the community. The leadership and role of women outside their homes and in matters of community and village management in

the state is a new phenomenon and something that EWRs will have to deal with. Fifty per cent reservation for women changes social management equations significantly. Phenomena like proxy Sarpanchs and Sarpanchpatis cropped up in other states in the initial periods of PR. While EWRs are provided legitimized space in PRIs but for claiming this space they have to face hurdles of gender, weak functional literacy, lack of contextual knowledge, and household work responsibilities.

The PRI-CB&T strategy will have to empower EWRs including their functional literacy and leadership and contextual knowledge building as a special strategy. Gender capacity building among all concerned ERs and support functionaries too will have to be undertaken. Forming peer networks, identifying role models, rewards and public acknowledgements, and an equal rights-based environment and engagement processes between ERs/EWRs and official functionaries will be components of the strategic framework for PRI-CB&T.

10.3.2 Generation Gap for PRIs

With elections to PRIs taking place in the area after 32 years—and for the first time in the state of Jharkhand after a gap of 10 years—an entire generation has passed without any knowledge and experience of PRIs. Rules and regulations have yet to be formed under the state PR Act. So it is difficult to see how fast and till what depth devolution of powers will take place. Significant sectoral acts of the state may need to be revised to ensure appropriate jurisprudence of the state PR Act. While there will be many cross-learning opportunities, their potential usage may be less as experienced ERs do not exist.

There has to be total functional coverage of CB&T apart from 100 per cent coverage of ERs. The training modules thus need to cover the entire capsule of PRI knowledge, skills, and attitudes. CB&T also needs to integrate tribal traditions as well as the constitutional spirit in the training. At the same time, training material needs to be simple in a pictorial form. A strong focus on developing peer networks and identifying role models from among ERs are also indicated as part of the PRI-CB&T strategic framework to ensure a faster learning curve. The devolution strategy will have to be carefully designed based on learning from other states.

10.3.3 Concerns and Increased Focus on Environmental issues

Balanced development has assumed importance in recent times with increased awareness about global warming and green house gases. With its mines and mineral rich resources, mega-industries, tribal rights in PESA areas, degradation of forest cover over the last decade, negligible irrigation coverage (8 per cent of sown area), and disaster prone areas (drought, forest fires, elephant attacks, lightening, and mining accidents) the issues of environment management through communities in the state become important.

The PRI-CB&T strategy will take into account emerging needs of capacity building of PRI stakeholders in newer areas. Training modules and curricula will have to cover such issues.

10.4 Opportunities

Jharkhand offers a relatively clean slate for PRI interventions, cross-learning opportunities from other states, and the knowledge capital accrued in PRI-CB&T and PRI governance knowledge in other states. The key opportunities are:

10.4.1 Leapfrogging Potential

Significant learning potential exists for tapping:

- ICT usage in Andhra Pradesh (AMD-APARD).
- SATCOM utilization in the Karnataka state PRD though this technology is dated now and more cost effective solutions are available in broad band etc.
- 100 per cent coverage for micro planning, training needs assessment, and quality training with focus on the empowerment of EWRs in Rajasthan.
- Integrating training and CB in local culture and customs as in Tamil Nadu.
- Experiential learning tools used by several states.
- Cadre development of district and block level resource persons through sound selection, in-depth ToTs, and detailed training manuals in Rajasthan, Andhra Pradesh, and Kerala.
- Proactive involvement of PRI stakeholders in CB&T in Kerala.
- E-governance initiatives and online accounting system of Panchayats in Odisha.
- Panchayats help line initiatives and circulation of newsletters in several states.

10.5 Risks and Uncertainties

Though it is difficult to factor in risks and uncertainties in any strategy, it is prudent to at least be aware of them.

The key risks and uncertainties identified for Jharkhand include:

- Political stability and will.
- Law and order situation.
- Risk of eroding tribal culture.
- Rent seeking behaviour.

Occurrence/change from existing levels in any of these will affect PRI-CB&T in significant ways. Jharkhand has a history of political instability, which is directly related to the quality of governance. Political will, finally will determine the extent of empowerment of PRIs through devolution, appropriate acts, rules and regulations, and PRI-CB&T initiatives. If law and order worsens in the state it too will affect PRI-CB&T.

Jharkhand is one of the last strongholds of tribals and the state should take due care that local culture and customs are preserved through its initiatives (like Bhutan has done, where despite a low development index, the happiness index of the people is the highest in the world).

11. STRATEGIC FRAMEWORK FOR PRI-CB&T

After completing the field work, the CA-CDS team started work on developing a strategic framework for PRI-CB&T in Jharkhand.

Based on the understanding discussed in the previous chapter, a package of 11 strategies is suggested for the state. This package is also based on the learning and experiences from other states in PRI-CB&T. The CA-CDS team recognizes the potential of PRI-CB&T leapfrogging in the state. Since the state has a clean slate, it can proactively work towards addressing some issues based on the learning and experiences of other states like Bihar and Odisha.

The strategies recommended in this chapter are functional strategies which cannot flow out effectively without institutional strengthening. The package of strategies comprises of:

- Modified NCBF training.
- Holistic development of EWRs.
- On the job training.
- Development communication.
- Empowering an engagement process between PRIs and PEOs.
- Knowledge management.
- Research.
- Developing a peer network.
- Convergence.
- Developing role models.
- Contributory partnerships.

The functional strategies are recommended on the basis of the following broad objective for Jharkhand:

- To develop the overall capacities of PRI stakeholders through provision of knowledge, building skills, and developing their attitude along with developing an enabling environment with sensitivity towards the tribal culture.

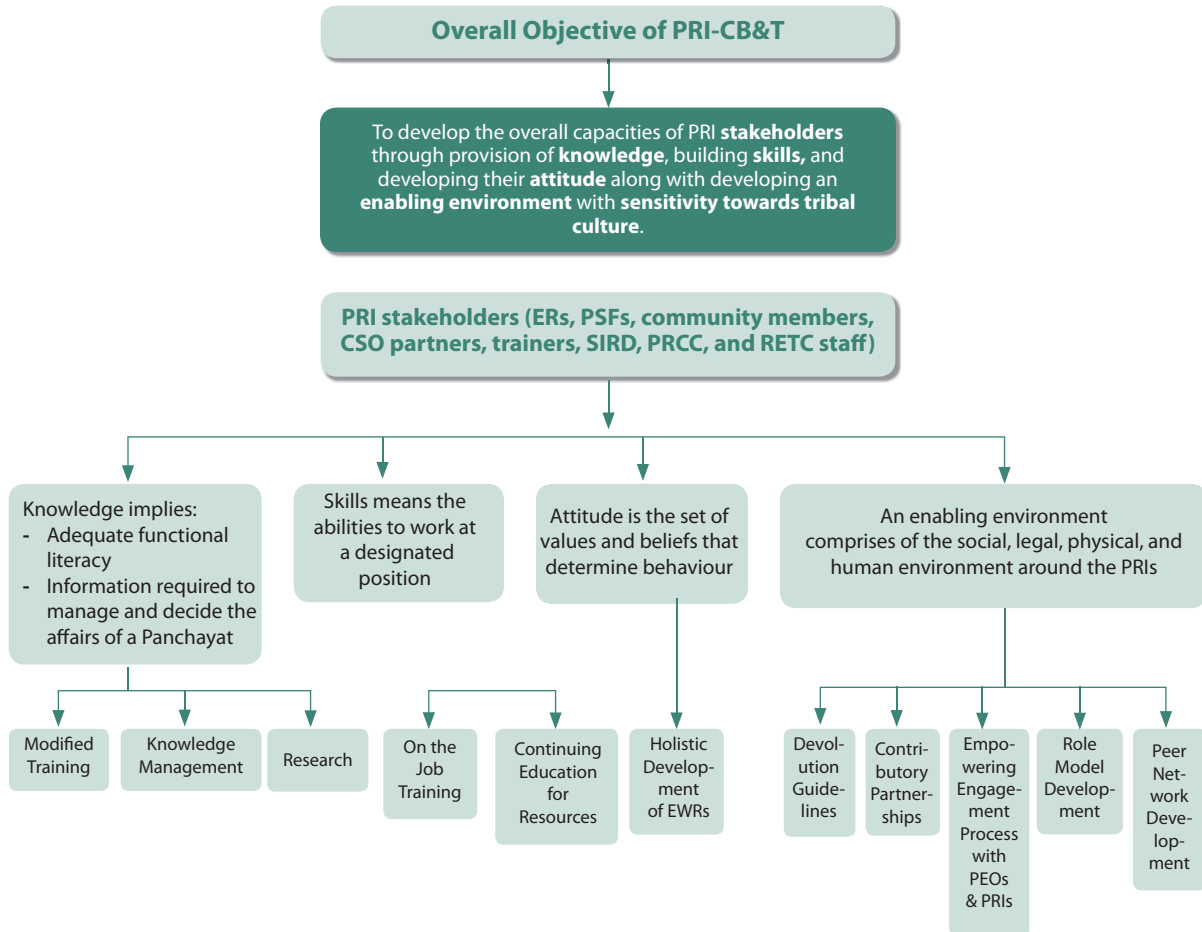
The operational definitions of some of the key words of the objective are:

- Knowledge here implies the information required to efficiently manage the affairs of the Panchayat and adequate functional literacy.
- Skills here mean the abilities required to work at a designated position.
- Attitude comprises the set of values and beliefs that are to be imbibed as a member of the Panchayat.

- An enabling environment implies the social, legal, physical, and human environment that affects the functioning of PRIs.

Figure 4 highlights the strategies targeted at various components of the overall objective of PRI-CB&T.

Figure 4: CB&T Strategies for PRI and Stakeholders



The strategies are envisaged for various PRI stakeholders including staff members of SPRC and regional PRCs, trainers, ERs at all the three tiers, PSFs (CEOs, BPROs, secretaries, Rozgar Sewaks, ASHAs, AWWs, and ANMs), and CSO partners (NGOs, academic institutions, and individual resources).

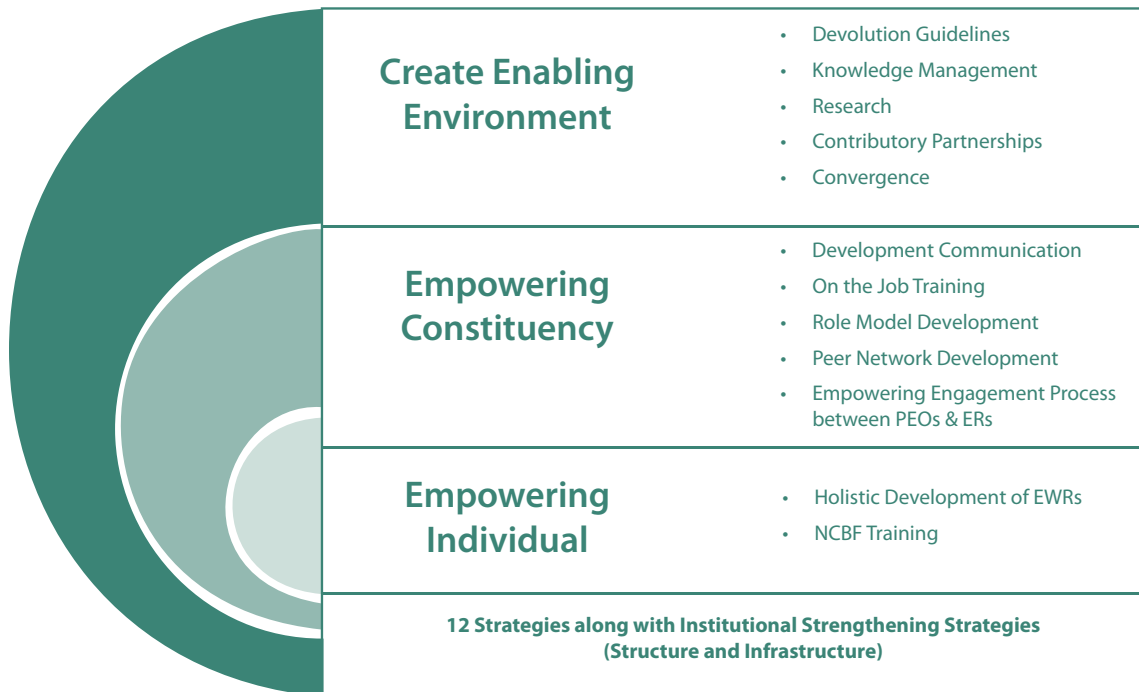
The basic model of development shows that development is through empowerment of the individual and his/her constituency as well as the creation of an enabling environment, all of which are intrinsically related (see Figure 5).

Figure 5: Basic Concept of Development



This report suggests strategies for every component of this development model, that is, for the empowerment of individuals and of constituencies and for creating an enabling environment as shown in Figure 6.

Figure 6: Development Model and CB&T Strategies



Thus, the 11 strategies that are suggested fulfil the components of the overall PRI-CB&T objective; they also cater to the various PRI-CB&T stakeholders. The various strategies are explained in more detail in subsequent chapters but Table 9 gives an outline of the strategies for the various stakeholders identified for PRI-CB&T in Jharkhand.

Table 9: Strategic Outline for PRI-CB&T in Jharkhand

Strategies	Objective	Nature	Implementing Agency	Target Group
Development Communication	To decrease the information divide and access poverty among ERs in rural areas	Pin pointed strategy with an appropriate media mix (narrow, mid, and mass media) targeted at the gatekeepers of PRIs (government officials, community, etc.)	CSOs	<ul style="list-style-type: none"> • ERs • Community • PSFs
Holistic Development of EWRs	To provide functional literacy (information and skills required to perform Panchayat functions), leadership skills, and gender sensitization to all ERs, with special focus on women ERs	Sessions on literacy, leadership context of PRIs' functioning conducted at the village level for ERs at all levels	Through convergence with Sakshar Bharat Mission	<ul style="list-style-type: none"> • ERs with special focus on women
Modified NCBF Training	To provide information regarding the roles and responsibilities of ERs and PSFs and about various sectoral schemes, programmes, and legislations	In-immersion training provided to ERs and PSFs on their roles and responsibilities through greater use of experiential learning aids like role plays as well as through exposure visits to beacon Panchayats	SPRC/Regional PRCs	<ul style="list-style-type: none"> • ERs • PSFs
On the Job Training	To build the skills and develop the attitude of ERs and PSFs through mentoring interventions at all the three tiers	Qualitative interventions by mentors at all the three tiers	Mentors	<ul style="list-style-type: none"> • ERs
Role Model Development	Strengthening performance oriented processes/ outcomes within PRIs through recognition and rewarding of PRIs and stakeholders	Identification and selection by state level committee and award system for role model ERs, EWRs, GPs, and resource persons with a demonstration system to encourage and replicate best practices	SPRC	<ul style="list-style-type: none"> • ERs • Gram Panchayat • Resource Persons/ Trainers
Peer Network Development	To share ERs' acquired knowledge and experiences among peers at all levels and replicating best practices	Voluntary and eventually self-sustaining network formed by ERs of all the three tiers to bring about coordination, sharing of information, and replicating best practices	ERs	ERs

Strategies	Objective	Nature	Implementing Agency	Target Group
Knowledge Management	Reducing information and knowledge divide among PRI stakeholders by providing universal access to all stakeholders	Indicators and cycles for monitoring and evaluation of CB&T efforts, ICT platforms for real time data sharing and uploading to ensure timely interventions if required	SPRC	<ul style="list-style-type: none"> Trainers/resource Persons PSFs SPRC/Regional PR Centre Staff ERs CSOs (Strategy Implementers)
Research	Direct strategies and policies, etc. as per the needs of PRIs and provide provenance of effectiveness or otherwise of PRI-CB&T	Action, operational, and formative researches to be conducted in legal, social, and management science areas on issues pertaining to PRIs and CB&T in Jharkhand	CSOs	All PRI Stakeholders (Government, CSOs, ERs, Community Members)
Contributory Partnerships	<p>To ensure timely and effective delivery of PRI-CB&T efforts and interventions</p> <p>To develop capacities of capacity developers</p>	Partnerships with academic institutions, NGOs, students, etc. to implement CB&T interventions as well as developing compulsory courses for resource persons in order to develop their capacities regularly and courses/ fellowships for PRI-ERs and PSFs and other CSOs	SPRC	<ul style="list-style-type: none"> Resource Persons CSOs ERs PSFs
Empowering Engagement Process Between PEOs & PRIs	To develop capacities of ERs, especially skill building and attitude shaping by engaging PEOs and PRIs	Developing ethical guidelines for PEO interventions as well as frameworks for engagement between PEOs and PRIs and mentoring to PEOs at all levels	PEOs	<ul style="list-style-type: none"> PEOs (Panchayat secretary, BPROs, etc.) ERs
Convergence	Optimally utilize available resources to achieve overall objective of effective functioning of PRIs	Possible areas of convergence at policy, systemic, project, and structural levels	PRD	<ul style="list-style-type: none"> Line Departments

12. INSTITUTIONAL STRUCTURE

Institutional structure is work relationships and interlinks of various institutions/designation holders with each other through defined parameters of authorities, responsibilities, and reporting. Capacity of the institutional structure is dependent on various parameters like:

- Functional and workload based division of work.
- Span of management control.
- Quantitative and qualitative adequacy of HR.

The current PRI-CB&T structure comprises of institutions like PRD, SIRDs, and CTIs along with PTIs. As discussed earlier in this report, SIRD and CTIs (along with PTIs) are characterized by:

- Large but ill-maintained infrastructure which requires significant renovation and updating of facilities for training.
- Their role is envisaged and perceived as that of a body coordinating training and not as a holistic capacity building node.
- An inadequate human resource structure for meeting CB&T needs; only half the sanctioned posts have been filled.
- Loosely structured relationship between SIRDs and CTIs.
- Minimal functional autonomy with time consuming processes for approval of plans and activities.

The current CB&T needs of the state face the following key challenges:

- Huge load of 48,784 ERs, 50 per cent of whom are women, possibility of a large number of illiterate ERs being elected in the elections that are being held at the time of this exercise.
- CB&T for first time ERs. The state does not have any previous experience of carrying out CB&T on such a magnitude; there are no existing systems for CB&T, no availability of software for CB&T (manuals, material, and aids), and no database of service providers. The state also has a weak civil society.
- A large tribal area and population with indigenous cultural and traditional systems of governance and a parallel traditional structure of accepted leadership and representation.
- Difficult connectivity, unavailability of basic infrastructure in large parts of rural areas, disturbed areas with left front extremism, and existence of multiple languages/dialects.

Keeping all these aspects in mind the CA-CDS team suggests an institutional structure based on the following key principles:

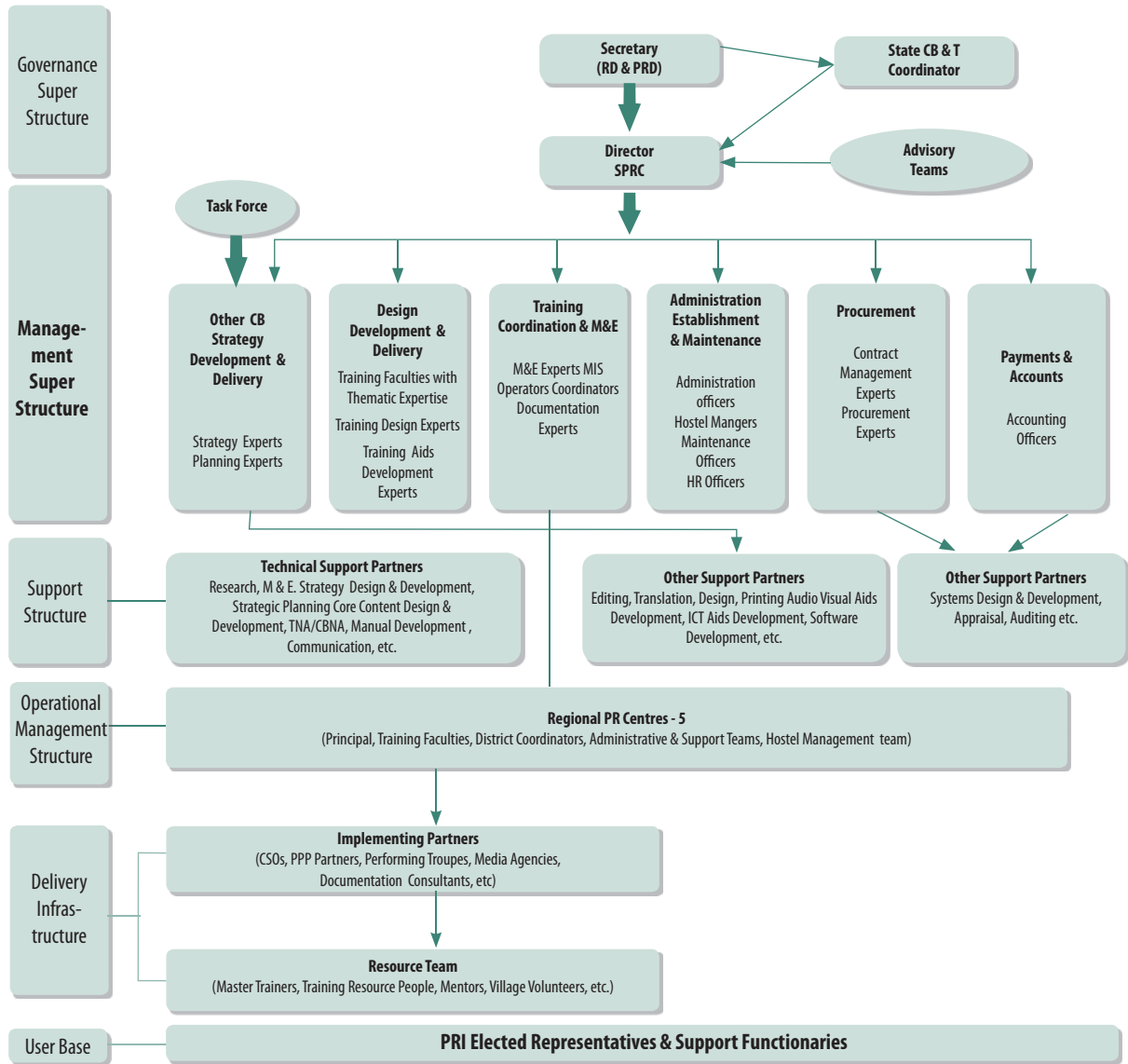
- A strong functionally autonomous unit dedicated to PRI-CB&T with a focus for holistic capacity building and with the ability to undertake multi-tasking of strategic planning, operational planning, systems design and implementation, M&E, CB&T design and rollout, creating partnerships, developing institutional and individual resources, establishing convergence, working as a Pay and Accounts office, documentation, research, and convergence.
- The State Panchayati Raj Centre (SPRC) located at SIRD to maintain synergy with SIRD through constant communication as both of them are located in the same premises.
- HR structure to include high quality professional team members.
- Infrastructure to be in tune with CB&T needs and for undertaking various capacity building strategies as suggested in this Report. These should be supported by regional PRCs.
- Strong institutional systems to run the institution.
- Adequate linkages with external support providers through the PPP and outsourcing modes.

The overall institutional structure that emerges is a multi-level one with the following levels:

- Governance super structure—state PRD—Headed by secretary, RD & PRD and supported by a small node within the state PRD to support and coordinate with structures at subsequent levels.
- Management super structure—A strong and autonomous state level nodal institute for PRI-CB&T (SPRC) located at SIRD as an independent autonomous society.
- Technical and other support structures—A network of external agencies and individuals to support various functions of SPRC like providing technical expertise and performing support functions. These will be outsourced agencies/individuals taken for the project as long-term thematic partners or as service providers as and when required.
- Operational management structure—Regional centres for PRI-CB&T. The PTI at Deoghar to be converted into a regional PRC and establishing four new regional PRCs in the remaining four divisions. The regional PRCs will not only act as microcosms of SIRD and take the lead in implementing all CB&T strategies suggested in this Report but will also be responsible for coordinating with CB&T implementation partners, M&E, and reporting. The regional PRCs are envisaged as full-fledged training facilities with residential facilities and equipped with faculties for training delivery and with district coordinators to facilitate implementation of all CB&T delivery at the district level.
- Delivery infrastructure—The delivery chain for training as well as other capacity building strategies at the district/block/village level comprising various service providers like NGOs/CSOs, performing troupes, and media and communication agencies. This will also include a resource pool comprising of master trainers, training resource people, mentors, and village level volunteers.

The overall structure for PRI CD for the state, which thus emerges, is given in Figure 7.

Figure 7: The Overall Structure for PRI Capacity Development for the State



The state PRD may require to define and detail out the following: the roles and functions of structures at different levels, team structures, scope of work, job descriptions and specifications, the infrastructure required at each level, and capital costs for creating the envisaged structures and recurrent costs for maintaining the structures.

12.1 Governance Super Structure—State PRD

The state PRD will act as the governance super structure for all CD initiatives in the state including implementing all the strategies suggested in this Report. Secretary, RD & PRD will be the overall head of this structure.

From the current situation of there being no ERs and the resultant absence of a training load, the state PRD will need to address the new challenge of CB&T of 48,000+ ERs and additional support functionaries. This

will require a strong and robust management structure at the state level to cope with the implementation load of additional initiatives and strategies. SPRC is envisaged as the key institution for managing PRI-CB&T. The CA-CDS team suggests making SPRC an autonomous and high quality professional institution with adequate autonomy for flexible and independent functioning. SPRC may be headed by a senior IAS officer and may report to an empowered committee led by the state PRD and headed by secretary, PRD. The empowered committee may have representation from related government agencies as well as representatives from civil society, ERs, and subject experts. SPRC may be located at SIRD and may be allocated space and infrastructure by SIRD.

All funds for PRI-CB&T should go to SPRC which is envisaged as the direct recipient of MoPR CB&T funds as well as for funds from the state PRD. SPRC may also be the direct recipient of funds from MoRD and the state RDD. SPRC may also generate funds from consultancy, research, and training for other agencies, both government and non-government. The state PRD will facilitate the establishing of SIRD as an autonomous body.

While structures under the state PRD like SIRD, SPRC, and others further down the chain will require much more strengthening and expansion, the state PRD may also require a dedicated person to act as the day-to-day coordinating node with SIRD and SPRC. A new position of the state CB&T coordinator for the task is envisaged at the state PRD level. The coordinator's major role will be facilitating the various initiatives being implemented by SPRC through coordination, approvals, linkages, and adherence to systems.

12.1.1 State PRD: Major Functions

The major functions of the state PRD are:

- Overall governance of the CB&T programme through a state empowered committee.
- Overall governance of the CB&T structure (SIRD, SPRC, and others).
- Ensure formation of a state empowered committee with a specified ToR and ensure regular meetings and decisions.
- Formulate policies for ensuring the smooth implementation of the CB&T programme.
- Facilitate required changes in the legal context for achieving the objectives of devolution and their implementation.
- Approval of strategies, systems, plans, and budgets.
- Timely decision taking.
- Ensure the quantum of funds required for the state.
- Ensure timely release of state funds.
- Overall oversight and monitoring.
- Liaison with MoPR and MoRD for funds and technical support.
- Liaison with other departments for convergence.

12.1.2 State Empowered Committee: Major Functions

The major functions of the state empowered committee are:

- Overall governance of SPRC.
- Review and approve plans and budgets.
- Establish appropriate systems for SPRC.
- Approve policy decisions for SPRC.
- Approve and ensure release of funds from the state budget.
- Review SPRC's performance and suggest interventions for improvement.

12.2 Management Super Structure—SPRC

SPRC is envisaged as the focal point for developing and managing all strategies, systems, plans, and budgets for the state CB&T programme. SPRC will also work as the umbrella structure for all other institutional and individual support structures and service providers. SPRC is envisaged as a large structure with a number of individuals and agencies functioning under it.

SPRC will be headed by an experienced professional expert hired for the purpose.

12.2.1 Overall SPRC Structure

Broadly based on the functional role that SPRC should be taking up, it may be divided into the following six sections:

- Training Design, Development, and Delivery.
- Developing other Strategies and their Delivery.
- CB&T Coordination and M&E.
- Administration, Establishment, and Maintenance.
- Procurement.
- Payment and Accounts.

The key tasks and deliverables for each of these sections are given in Table 10.

Table 10: Key Tasks and Deliverables of SPRC Sections

SPRC Section	Key Tasks	Key Deliverables
Training Design, Development, and Delivery	<ul style="list-style-type: none"> • TNA • Core and other curricula • Developing ToT manuals • Developing basic handouts for participants • Developing basic audio-visual aids • Developing training aids • Printing training material • Imparting state level training 	<ul style="list-style-type: none"> • TNA reports • ToT manuals • Learning aids • Manuals • Basic audio-visual aids for training • Participant manuals • Training reports
CB&T Coordination and M&E	<ul style="list-style-type: none"> • Sensitizing new CSOs, trainers, mentors • Training and micro planning for other strategies • Allocating themes, geographical areas, target groups • Communicating with concerned district functionaries • Performance assessment and monitoring of CSOs—MIS based • Third party evaluations/monitoring • Coordinating with regional PRCs and providing supportive supervision • M&E for activities of regional PRCs 	<ul style="list-style-type: none"> • Capacity building and training calendar for SPRC and regional PRCs • Capacity building and training performance reports • Documentation of capacity building and training • Yearly capacity building and training evaluation reports • Compilation of reports from regional PRCs • Making plans for SPRC and regional PRCs
Developing Other Strategies and their Delivery	<ul style="list-style-type: none"> • Research • Fine-tuning strategies/plans, budgets—developmental communication, research, role model, peer network, on the job training, and empowering engagement • Approving community radio schedules, folk performances, scripts, films, and research proposals 	<ul style="list-style-type: none"> • Capacity development strategies • Capacity development plans and budgets • Films, scripts, audio clips, posters, and hoardings
Contracting and Procurement	<ul style="list-style-type: none"> • Selection of CSOs/individuals • Sensitization/induction of new CSOs/individuals • Contracting of CSOs/individuals 	<ul style="list-style-type: none"> • CSO appraisal manual • Contracting manual • Sensitization manual for new CSOs • Adequate data bank of pre-qualified, selected CSOs
Payment and Accounts	<ul style="list-style-type: none"> • Payment based on certification by CB&T M&E • Audits • Yearly budgeting and cash flow management 	<ul style="list-style-type: none"> • Invoice/payment status reports • Concurrent and year-end audits • Yearly budget and cash flow statements
Administration, Establishment, and Maintenance	<ul style="list-style-type: none"> • HR, record keeping, and systems development implementation • Campus maintenance and safety • Implementing safety and security systems • Basic systems like water supply, sewage, power supply, and ACs in place and functioning efficiently 	<ul style="list-style-type: none"> • Systems manual • Reports on quality checks • Functional assets and systems

12.2.2 SPRC: Major Functions

The major functions of SPRC are envisaged as:

- Periodic CB&T needs assessment for the state.

- Designing and developing CB&T strategies for the state.
- Designing and developing CB&T plans and budget for the state.
- Present plans and budgets to the state PRD and seek approvals and funds.
- Facilitate implementation of CB&T strategies through regional PRCs, thematic partners, and other service providers.
- Designing and developing CB&T systems and procedures for the state.
- Designing and developing all learning aids as required by various strategies including training manuals and modules.
- Identifying and mobilizing/selecting (through appropriate procedures) institutional and individual resources for implementation of various strategies for CB&T in the state (including CSO partners, resource people, communication agencies, ToTs, research agencies, documentation experts, M&E experts, and various such service providers for technical, management, administrative, and logistics support).
- Managing and providing oversight for regional PRCs (approve plans and budgets, provide technical support, provide training and capacity development, monitoring, feedback, performance assessment, release funds as required, and collect statements of expenditure (SoEs) and utilization certificates (UCs).
- Managing funds for CB&T for the state and disbursing them to regional PRCs and service providers like CSO partners, consultants (agencies and individuals), and ensure timely SoEs and UCs.
- Outsourcing various activities as required through appropriate processes and managing contracts, assessing performance, monitoring progress, releasing funds, and ensuring achievement of desired deliverables.
- Conducting training of trainers, state and regional level functionaries, and convergence partners and all such training that is conducted at the state level.
- Evaluating various CB&T initiatives in the state.

12.2.3 SPRC Team and Functional Management

SPRC is envisaged to have a functionally strong and adequately large team to carry out the envisaged roles as specified above. SPRC's team structure will be based on its six sections as defined above. SPRC will require a mix of human resources in each of the sections as outlined in Table 11.

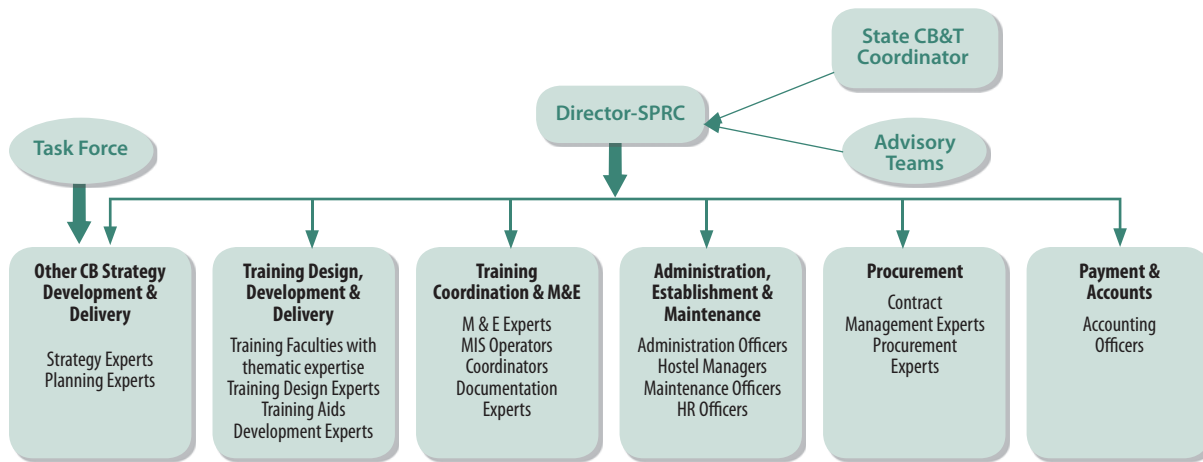
Table 11: Requisite Human Resource Mix for SPRC

SPRC Section	Type of human resources required
Training design, development, and delivery	<ul style="list-style-type: none"> • Training faculties with thematic expertise • Training design experts • Training aids' development experts
CB&T coordination and M&E	<ul style="list-style-type: none"> • M&E experts • CB&T coordinators • MIS operators • Documentation experts
Other strategy development and delivery	<ul style="list-style-type: none"> • Strategy experts • Planning experts

SPRC Section	Type of human resources required
Contracting and procurement	<ul style="list-style-type: none"> Contract management experts Procurement experts
Payment and accounts	<ul style="list-style-type: none"> Accounting professionals
Administration, establishment, and maintenance	<ul style="list-style-type: none"> Administration functionaries Hostel managers Maintenance functionaries HR functionaries

A suggested team structure is given in Figure 8.

Figure 8: Team Structure for Proposed SPRC



SPRC may comprise of a team of government employees, or it may comprise of a mix of government employees and contractual professionals. A mix of contractually hired professionals and government deputies would be preferred. However, one of the effective methods would be outsourcing the management of the three key technical functions of training design and development, CB&T coordination and M&E, and developing and delivering other strategies to a professional agency. The outsourced agency will have a specified ToR with clearly spelt out roles, tasks, and deliverables on a result based framework to ensure envisaged outcomes. The agency will depute the required professionals to SPRC and the deputed professionals will be housed in SPRC and will report to SPRC's director and work in coordination with other SPRC teams. This practice has been followed by other government agencies and has proved to be successful. However, the state PRD may decide if this practice is appropriate.

The administration, establishment, and maintenance sections may be managed by a mix of government deputies and contractual professionals.

12.2.4 Detailed Specifications

Detailed specifications for each of the team members (for all senior and middle level full time positions) are given in Table 12.

Table 12: Job Descriptions and Specifications for SPRC's Proposed Team

No.	Position	Job Description
1.	Director (SPRC)	<ul style="list-style-type: none"> • Overall in-charge of SPRC • Responsible for efficient delivery of PRI-CB&T in the state • Day-to-day management of SPRC • Finalizing plans and budgets for CB&T and presenting them to the secretary (RD & PRD) and getting approvals and funds • Providing regular reports of CB&T activities to director, SIRD • Identifying possibilities for partnerships, linkages, convergence and liaison with departmental heads of related departments/institutions for convergence and linkages • Mobilizing resources (funds and technical support) from MoPR as required • Identifying and exploring opportunities for generating funds with donors • Reporting to MoPR as required • Dialogue with respective stakeholders (state level or national level) for policy/programme/strategy interventions/modifications for strengthening CB&T in the state • Coordinating with donors and overseeing special projects for supporting PRI in the state • Chairing regular internal performance review meetings, • Review meetings of regional PRCs, partners review meetings, state level consultations, and dissemination workshops • Team building and motivating the SPRC team • Organizing CB&T for PRD, SPRC, and regional PRC teams
2.	Joint Director (Services)	<ul style="list-style-type: none"> • Developing and facilitating an implementation strategy, plans, and systems for CB&T in the state • Preparing annual plans and budgets for CB&T services • Finalizing annual training plans and calendar for SPRC • Ensuring timely contracting of resource agencies for strategy implementation and training design/manual development • Preparing regular reports on status of implementation of various CB&T strategies in the state • Preparing reports on training coverage of PRI stakeholders in the state • Preparing reports on the expenditure incurred for CB&T in the state • Allocating work and monitoring progress of internal team members as well as external service providers • Coordinating with MoPR for technical support, sharing of good practices, and SPRC's CB&T
3.	Joint Director (Procurement, Administration, and Accounts)	<ul style="list-style-type: none"> • Developing detailed systems for procurement, administration, HR, accounting, fund flow, and auditing • Preparing systems manuals for all of these • Database of service providers and suppliers • Checking credentials of all service providers and suppliers • Managing the complete process of procurement including developing and finalizing specifications for products required, advertisements, short-listing, inviting tenders, selection, and placing orders • Getting into standard rate contracts for regular procurement • Maintaining complete records of procurement processes with necessary evidence • Developing standard order formats for placing orders • Developing payment systems • Formulating committees for decision-making on procurement • Ensuring regular fund disbursement to stakeholders and suppliers • Ensuring timely UCs & SOEs from all fund receivers • Developing and managing systems for TA/DA payments for training attendance • Forecasting fund requirements and placing requests for fund release accordingly • Selecting auditors and getting quarterly audits done or as per the state system

No.	Position	Job Description
		<ul style="list-style-type: none"> Tracking expenditure by various sections and outsourced agencies and comparing with approved plans and budgets Developing manuals for maintaining accounts, procurement guidelines, and HR policy Maintaining personnel files, CRs, contracts, plans, and organizing performance appraisals Ensuring adequate insurance coverage for premises, HR, equipment, and facilities Allocating work and monitoring progress of internal team members Ensuring statutory payments by SPRC Ensuring filing of income tax and service tax returns, and professional tax returns
4.	Team Leader (CB&T Coordination and M&E)	<ul style="list-style-type: none"> Finalizing annual plans and budgets sent by all regional PRCs and presenting them for approval to the director, SPRC Developing strategic plans for regional PRCs Appraisal of regional PRCs' performance on a regular basis through periodic review meetings Allocating work and monitoring progress of internal team members as well as external service providers Establishing and operationalizing the M&E system
5.	Team Leader (Strategy Development and Delivery)	<ul style="list-style-type: none"> Developing a detailed CB&T strategies for the state with appropriate budgetary requirements Implementing CB&T needs assessment studies from time to time Taking a lead with respective strategy managers for developing and implementing strategies Developing a system for identifying and selecting resource agencies/individuals for partnering for developing and implementing CB&T strategies Developing systems for implementing CB&T strategies in the state Monitoring the progress of implementation and report regularly to joint director (Services)
6.	Team Leader (Training Design, Development, and Delivery)	<ul style="list-style-type: none"> Overall management of training design as well as training delivery Developing annual training plans, schedules, and budgets Developing and managing a database of all envisaged training participants with their training needs, profiles, and record of training attendance Developing database of resource people Ensuring availability of resource people as per the training schedule Developing and implementing systems for training scheduling, intimation, monitoring, and documentation Ensuring documentation and training reports are prepared Developing training evaluation formats and carrying out training evaluation Ensuring updating of training plans, manuals, aids, and databases Planning and utilizing SATCOM and video conferencing facilities as required Developing a system for developing, selecting, and training resource persons Developing a system for periodic evaluation of resource persons Ensuring smooth operations of the resource centre Ensuring smooth operation of SATCOM, video conferencing, and computer lab facilities
7.	Training Design Expert	<ul style="list-style-type: none"> Facilitating development of a training design for various training planned internally or through outsourcing Facilitating development of training manuals and aids for various training envisaged internally or through outsourcing Facilitating development of various aids for training

No.	Position	Job Description
8.	Managers (CB&T Strategies)	<ul style="list-style-type: none"> Responsible for developing and facilitating the implementation of CB&T strategies Developing a detailed implementation plan for the strategy Estimating the resources required for the implementation of the strategy, developing budgets Identifying resources (institutions and individuals) for implementation across state Developing ToRs for outsourcing Monitoring implementing partners through regular review and planning meetings and progress reports Field visits for supportive supervision and monitoring progress
9.	Training Faculty cum Coordinators	<ul style="list-style-type: none"> Coordinating all training conducted by SPRC in house or external Ensuring logistics arrangements for all training Preparing training resource material and training aids, including presentations and charts Ensuring all training processes, including intimation for training, finding resource people, registration, lodging arrangements, and plan for pre-post, concurrent, and training-end evaluation, organizing and facilitating evening and night activities Carrying out documentation and report writing Organizing and coordinating for photographs, videos, and certification Providing relevant information on participant profiling to resource people prior to training Keeping a record of the training conducted and details of the participants who attended Coordinating with accounts for honorarium for resource people and TA/DA payments as per eligibility of the participants Taking sessions as planned
10.	Regional PR Centre Coordinator	<ul style="list-style-type: none"> Ensuring regular technical and financial reports from regional PRCs Ensuring timely and regular fund release for regional PRCs Assisting regional PRCs in developing annual training plans and budgets Ensuring CB&T of regional PRCs teams Conducting regular meetings of regional PRCs for coordination and review Ensuring smooth information flows to and from regional PRCs and SPRC Coordinating with line departments for linkages and smooth functioning at the regional PRC level
11.	SATCOM, Video Conferencing, and Computer Lab Coordinator	<ul style="list-style-type: none"> Managing SATCOM and video conferencing facilities and equipment and ensuring their effective functioning Conducting training of relevant personnel as required for using SATCOM and video conferencing facilities Managing the computer lab with all its computer systems Facilitating the development of training manuals on computer use training Providing training on computer use as per training modules as given in the training plan Assessing the extent of skill enhancement in participants through various tests Conducting regular mock runs of SATCOM and video conferencing facilities to ensure smooth functioning Supporting ETC level SATCOM and video conferencing facilities and personnel as required
12.	Resource Centre In Charge	<ul style="list-style-type: none"> Managing the resource centre and its facilities Managing the physical and digital libraries Developing e-cataloguing facility within easy search Regularly updating the physical and digital libraries Subscribing to relevant magazines, newsletters, e-newsletters, and knowledge portals Maintaining records of publications, CDs, and other material issued from the resource centre

No.	Position	Job Description
		<ul style="list-style-type: none"> Ensuring a good collection of documents, CDs, tool kits, models, reference material, learning material, and training aids Reviewing indents of needs from various sections of SPRC and accordingly preparing budgets, seeking approvals, and placing orders Assisting visitors, consultants, and SPRC team members in getting material, and its reproduction and scanning
13.	Documentation Officer (Training Design, Development, and Delivery)	<ul style="list-style-type: none"> Responsible for documentation of all activities related to developing and implementing CB&T strategies and training delivery by SPRC Setting up a system for documentation Record keeping of all activities carried out by SPRC and its reports Carrying out process documentation of various innovative approaches, first time initiatives, and new approaches Carrying out documentation of good practices and case studies Preparing video documentation of ongoing activities and good practices Reproducing documentation (publications and videos) helpful in learning and replicating them to ensure wide dissemination
14.	Documentation Officer (Regional PRC)	<ul style="list-style-type: none"> Responsible for documentation of all activities carried out through regional PRCs Record keeping and easily retrievable storage of all activities carried out by SPRC and training reports Carrying out documentation of good practices and case studies Preparing video documentation of ongoing activities as well as good practices
15.	Officer (Establishment and Maintenance)	<ul style="list-style-type: none"> Responsible for maintaining the SPRC premises Identifying and contracting service providing agencies for various functions like housekeeping, electrical repair and maintenance, plumbing, civil works, security, equipment maintenance, and catering Setting up a system for creating a database of service providing agencies and the selection process and criteria used for identifying them Setting up a system for regular review of the quality of services Conducting reviews and spot checks for quality of services Annual budgeting for the services as mentioned above Indenting for necessary equipment for the premises Safe keeping of all equipment when not in use Fitting the necessary fire safety system and plan for emergency evacuation with sign boards in the premises Training SPRC personnel on fire safety and emergency evacuation Ensuring safety systems for the entire premises Asset management, safe keeping, and allocation as required and as per eligibility, maintaining records
16.	Officer (Accounts)	<ul style="list-style-type: none"> Maintaining all accounts related to SPRC systematically Preparing regular updates on fund flows, fund requirements, and expenditure and forecasting and expenditure incurring statements for joint director (procurement, administration, and accounts) Managing petty cash Maintaining appropriate systems and procedures for imprest Verifying all expenditure claims by internal team members as well as consultants and outsourced agencies Making payments after due approvals and verifying adherence to procedures and eligibility according to contracts and achievement of deliverables Preparing salary statements after verifying attendance and eligibilities and seeking approval for release from concerned personnel Preparing tax and other statutory liabilities statements and making payments after approvals

No.	Position	Job Description
		<ul style="list-style-type: none"> • Preparing balance sheets for filing audit and tax returns • Coordinating with the CA for various statutory liabilities and returns for income tax, service tax, and professional tax as applicable and provide all necessary data, documents, and support for filing returns and making payments in a timely manner • Preparing reconciliation statements • Maintaining the cash book and bank book • Maintaining all account records, books, and vouchers • Ensuring daily entries into computer account software • Carrying out an internal audit periodically • Assisting the joint director (procurement, administration, and accounts) in preparing annual budgets or project budgets • Training the entire team on accounting procedures and requirements as and when required
17.	Officer (HR and Administration)	<ul style="list-style-type: none"> • Formulating all HR and administration systems and preparing manuals for them and also uploading these on the website for public viewing • Maintaining personnel files, CRs, and contracts, and plan and organizing performance appraisals • Ensuring adequate insurance coverage for all HR as per eligibility • Developing a complete HR selection system with all procedures clearly laid out and also carrying out these as required, including job specifications, job description, remuneration fixing, inviting applications, short-listing, organizing interviews, candidate evaluation criteria, credential and reference checks, forming and inviting an interview panel, candidate selection, issue of appointment letters and contracts, maintaining records, signed evaluation sheets, and all relevant records and evidence • Preparing and maintaining personnel files, including CVs, appointment letters, contracts, personal particulars, insurance, leave eligibility, imprest eligibility, asset issue eligibility, medical profile, leave records, CRs, and appraisal reports • HR resignation/discontinuation/termination/suspension policies and procedures laid out and follow them as required • Devising criteria for ethics, code of conduct, and discipline and circulars and notices to be issued in case of breach and action taken as per laid out procedures • Conducting training of the entire team on HR procedures and requirements as and when required • Increment policy, system, and procedure developed, followed, and documented
18.	Officer (Procurement)	<ul style="list-style-type: none"> • Creating and ensuring that procurement procedures are followed as per accepted good practices for various processes like empanelment, specifications for items/services, minimum requirements, procurement notices, selection, and negotiation • Checking the credentials of suppliers for empanelment • Conducting empanelment procedures and creating a database of suppliers for various procurement items/services as per selection criteria • Forming committees for procurement above specified limits, preparing ToRs for the committee, calling meetings, preparing the agenda, background materials, and minutes, presenting the proceedings, circulating the minutes, and keeping records • Getting into standard rate contracts for regular procurement • Maintaining a complete record of procurement processes with necessary evidence • Developing standard order formats for placing orders • Organizing bidding meetings, pre-bid meetings, and bid opening meetings as required and making necessary communication and logistics arrangement, seeking approvals, preparing minutes, getting these signed and circulating them and maintaining records • Conducting training of the entire team on procurement procedures and requirements as and when required

No.	Position	Job Description
19.	Officer (Contracts and Outsourcing)	<ul style="list-style-type: none"> • Developing a detailed system of outsourcing and contracting • Preparing a database of service providers and consultants for various functions • Conducting and facilitating the outsourcing process, including advertisements, short-listing, inviting proposals, presentation, and selection • Forming various selection/short-listing committees and conducting their meetings as required • Circulating the agenda in advance and preparing and recording minutes of all meetings held for outsourcing • Maintaining performance reviews and reports of service providers for future reference • Issuing contracts to selected agencies/individuals and ensuring submission of all relevant documents/EMD/declarations/bank guarantees/performance guarantee/ • Conducting training of the entire team on contracting and outsourcing procedures and requirements as and when required
20.	M&E Officer	<ul style="list-style-type: none"> • Managing and regularly updating MIS for regional PRCs • Designing and developing reporting and monitoring formats and computer based MIS • Ensuring timely data entry of all activities and reports of regional PRCs • Coordinating with regional PRCs for regular report submission and for accurate and good quality reports • Developing systems for monitoring and evaluation • Ensuring regular monitoring of various activities of regional PRCs by visits, teleconferencing, and through reports • Planning and implementing training conducted by regional PRCs periodically • Generating monthly reports on activities, performance of regional PRCs, progress against plans, and expenditure rates and providing these to relevant officers
21.	MIS Coordinator	<ul style="list-style-type: none"> • Data entry of all reports in MIS • Record keeping of all reports from regional PRCs • Data cleaning and ensuring data accuracy • Data validation through cross checks and physical verification (where required) • Generating reports as directed by officer M&E

12.2.5 Advisory Panel

SPRC will form an advisory panel comprising of leading experts in different functional areas. The advisory panel will meet once in a quarter, or more if needed, and provide expert inputs and strategic directions for various strategies and their implementation. The panel can also have senior functionaries from other government departments, CSOs, academic institutions, and researchers.

12.2.6 Task Forces

SPRC will form task forces for different themes as required. The task forces will be small teams formed for specific tasks or themes. These teams will take up the role of special purpose vehicles (SPVs). Task forces can be formed on themes like communication, literacy, training, gender, and empowerment of women or for special tasks like training evaluation, criteria designing for mentor selection, assessment of resource people, and design/pre-testing of the training manual. The task force teams will be required to spend significant time on the tasks allocated to them and should be available for this. The task force teams can comprise of SPRC members, service providers, technical support partners, ERs, support functionaries, CSO team members, mentors, resource people, and other interested people.

SPRC will provide space and infrastructure for the task force teams. The task force teams may be offered an honorarium and actual costs for travel and food.

12.2.7 SPRC Infrastructure

SPRC is envisaged to have an infrastructure corresponding to the roles envisaged for it.

Training and Other Capacity Building Strategies Design and Development: Since this is a major function of SPRC, adequate space with appropriate sectioning will need to be provided. The principle here is comfortable seating, adequate space for storage, and efficient functional workstations with minimal distractions. The team may also be required to undertake numerous brainstorming sessions with team members and external service providers. This will require small meeting rooms with facilities for projection and round table discussions. Four such meeting rooms are envisaged for this part.

Training Delivery: SPRC is envisaged to conduct training for Zilla Panchayat ERs, district level support functionaries, master resource people, service providers, and members of regional PRCs. Apart from these, SPRC may also conduct training for neighbouring block level ERs and support functionaries and block level resource people. We envisage at least two training halls with a capacity for 40–45 participants each. The training halls should have small attached rooms for group activities and be equipped with LCD projection systems, OHPs, white boards, soft boards, display panels, and other training aids. SPRC should have residential facilities/hostels for housing about 90 people simultaneously. Each of the rooms should be on a twin sharing; 44 rooms including four rooms for faculties and guests are suggested. The hostel should have a common recreation facility and hostel rector and attendant rooms. Hostel and training rooms to be connected with a mess/dining room.

Consultations: An auditorium with a seating capacity for 100 people is suggested for SPRC since it is envisaged to carry out a large number of consultative processes frequently.

Resource Centre: SPRC will also function as a state level resource centre for PRI-CB&T. An adequately spaced resource centre is suggested with a library, e-library, and reproduction facilities.

Computer Lab cum Satellite Connectivity Centre: A computer lab with a capacity for 40 participants on 40 computer terminal nodes is suggested for carrying out computer training and orientation. This centre will also have satellite connectivity and will be able to conduct training through this.

SIRD currently possesses a huge infrastructure: This Report envisages updating the existing infrastructure and modifying it as per the specifications given in this Report. This Report does not suggest creating new infrastructure from scratch, but refurbishing the existing facilities and adding facilities which are not available.

12.3 Support Structure

The support structure for SPRC comprises of external agencies and individuals providing long-term sustained or need based support. SPRC is visualized as a node with a core team for CB&T. It will also need to engage thematic expertise for designing, developing, and delivering various CB&T strategies. Table 13 outlines the various areas where external skills will be required.

Table 13: External Resources Needed by SPRC

SPRC Sections	External Resources—Institutional/Individual
Training design, development, and delivery	<ul style="list-style-type: none"> • Technical experts—gender, panchayat act, rules and regulations, schemes, RTI, computer/IT, and emerging issues • Editors, translators • Printers • AID developers • Technology/ICT AID developers • Software developers
Training coordination and M&E	<ul style="list-style-type: none"> • Training experts—SPRC, SPA/CSOs, DPMUs, and individual experts • M&E experts • Evaluation panels—role models (PRIs, ERs)
Other strategy development and delivery	<ul style="list-style-type: none"> • Developmental communication—community radio operators, folk performers, and visual media contractors • Mentors—on the job training, empowering engagement processes • Research experts • Peer network supporters
Contracting and procurement	<ul style="list-style-type: none"> • Institutional appraisal experts—technical, financial
Payment and accounts	<ul style="list-style-type: none"> • External auditors

While SPRC may engage institutional/individual resources from time to time as per the need, it will be worthwhile to establish long-term partnerships with reputed institutes with specific areas of expertise like research partners, communication partners, and ICT partners.

Similarly, SPRC should develop a database of empanelled institutes/individuals for each of the thematic areas mentioned above at the outset, so that it does not need to get into identification and procurement processes every time the need arises.

12.4 Operational Management Structure

Regional PRCs are the regional microcosm of SPRC and are the operational units at the regional level. We envisage that the SPRC will act as a regional PRC for central Jharkhand covering the surrounding 7–8 districts. This will be supported further by adding two more regional PRCs; PTI Deoghar is envisaged to be converted as one of the regional PRCs and a new one to be established in western Jharkhand, possibly at Daltonganj. The regional PRCs will be in-charge of 7–8 districts each. Regional PRCs will be required to carry out the three important functions of training delivery, coordination, and M&E. Regional PRCs are envisaged to deliver training to neighbouring block level ERs and support functionaries, operational teams of service providing agencies, and training resource people. Regional PRCs will work as focal coordinating nodes for all CB&T related activities at the regional/district/block/village levels. Regional PRCs are envisaged to be full-fledged units with training and residential facilities.

12.4.1 Regional PR Centres: Major Functions

The major functions of regional PRCs are envisaged as:

- Preparing district-wise CB&T plans with budgets.
- Presenting plans and budgets to SPRC and seeking approvals and funds.
- Coordinating with district and block government and line departments for CB&T related activities.
- Preparing and maintaining a database of all PRI functionaries, including ERs and support functionaries.

- Identifying (through appropriate procedures laid out by SPRC) institutional and individual resources for implementing various strategies for CB&T (including CSO partners, resource people, communication agencies, resource people, and mentors).
- Identifying delivery chain partners at each block level.
- Preparing a training schedule for each district and block.
- Overseeing the training being conducted by delivery chain partners.
- Management and oversight of delivery chain partners (approving plans and budgets, providing technical support, monitoring, feedback, performance assessment, releasing funds as required, and collecting SOEs and UCs).
- Managing the funds for CB&T for allocated districts and distributing them further to CSO partners, consultants (agencies and individuals) and ensuring timely SOEs and UCs.
- Conducting regional/district level training at regional PRCs/other venues for Panchayat Samiti ERs, mentors, village volunteers, CSO team members, and block level support functionaries.
- Monitoring delivery chain partners through monthly review meetings, reports, performance assessments, and feedback systems.
- Carrying out periodic performance assessments of resource people as per the guidelines set by SPRC.
- Ensuring timely and quality implementation of all activities and guidelines set by SPRC at the district/ block level.

12.4.2 Regional PR Centre Team Structure and Infrastructure

Regional PRCs may be envisaged to carry out three main functions:

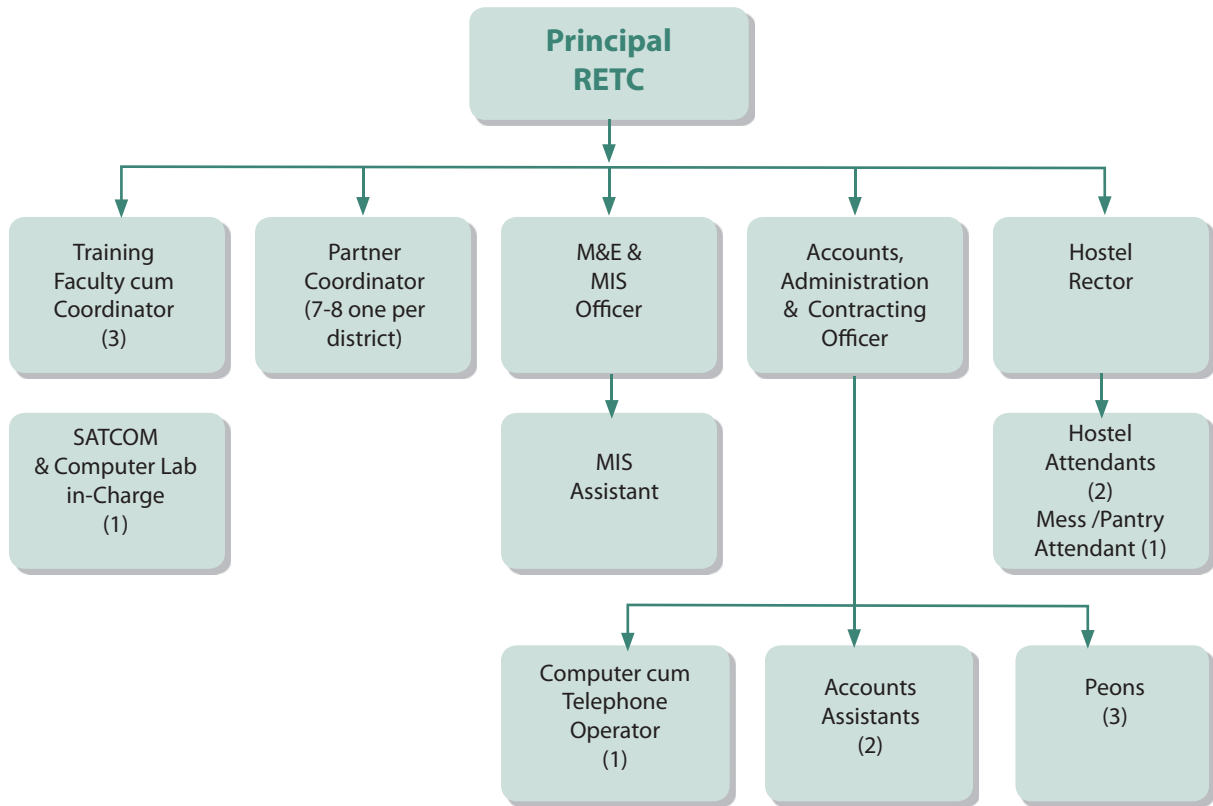
The training section will carry out training at the regional PRC level. This will include carrying out all district and block level training, developing training plans, training schedules, informing all the stakeholders about the training schedule, identifying, selecting, and creating a database of resource people for training, conducting pre- and post-test assessments, carrying out training evaluations, preparing training reports, and documentation. The training target group here will be Panchayat Samiti members, block level support functionaries, CSO team members, mentors, and block level training resource people; 3–4 training faculty cum coordinators may be required for this. Training through satellite connectivity should also be carried out by regional PRCs and a computer lab cum satellite training in-charge should be part of this section.

The partnership coordination section is envisaged with the responsibility of coordinating with CSO partners and other service providers implementing CB&T activities at the district and block levels as well as in the district and block government and line departments. The tasks involve ensuring technical, management, and coordination support to CSO teams, and carrying out monitoring and documentation. This section will also review the progress and performance of all CB&T partners on a regular basis, oversee their activities through field visits, assess field level needs, and ensure modifications as per the feedback. This section will also manage MIS and ensure data entry into MIS in a timely and efficient manner. One coordinator per district covered is envisaged who will be supported by one M&E and MIS officer and MIS assistant at the regional PRC level for this section.

The procurement/administration/accounts section will take up complete responsibilities of managing the regional PRC campus and team, fund management, accounting, outsourcing, and contracting. The regional PRCs will release funds for district and block level training and will maintain and check their accounts. This section will include adequate human resources for functions of accounts, administration, and contracts and other support functions. Hostel management teams will also be required.

The team structure for the regional PRC is given in Figure 9.

Figure 9: Team Structure for Proposed Regional PRC



12.4.3 Detailed Specifications

Detailed specifications for each of the team members (for all senior and middle level positions) are given in Table 14.

Table 14: Job Descriptions and Specifications for Proposed Regional PRC Team

No.	Position	Job description
1.	Principal (Regional PRC)	<ul style="list-style-type: none"> • Overall in-charge of the regional PRC • Responsible for management of the regional PRC and supporting initiatives at the district and block levels • Developing and finalizing annual plans and budgets for the regional PRC with support from the training team and partner coordinators • Developing a training plan and calendar for the regional PRC • Preparing regular reports on the activities of the regional PRC and sending them to JD (ETC) • Liaisoning with district and block governments, zilla panchayat, panchayat samitis, and gram panchayat representatives to ensure optimal participation of ERS and support functionaries in training as required and as scheduled • Facilitating fund release for training and other activities for block level agencies • Liaisoning with line departments and ensuring efficient communication and smooth coordination and convergence • Approving outsourcing contracts for service providing agencies for maintenance and catering services for the regional PRC premises • Ensuring timely submission of SoEs and UCs to SIRD • Reviewing the performance of district/block level implementing partners periodically • Supportive supervision and coordination with all outsourced partners implementing various activities related to CB&T in districts covered by the regional PRC
2.	Training Faculty cum Coordinator	<ul style="list-style-type: none"> • Coordinating all training conducted by the regional PRC in house or external • Ensuring logistics arrangements for all training • Preparing training resource material and training aids including presentations and charts • Ensuring all training processes, including training intimation, finalizing resource people, registration, lodging arrangements and plan, pre-post test, concurrent and training end evaluation, organizing and facilitating evening and night activities • Carrying out documentation, report writing • Organizing and coordinating for photography, videography, and certification • Providing relevant information on participant profiling to resource people prior to training • Record keeping of training conducted, the participants who attended • Coordinating with accounts for giving honorarium to resource people TA/DA payments to participants as per eligibility • Taking sessions as planned
3.	Partner Coordinator	<ul style="list-style-type: none"> • Responsible for coordination with district/block level implementing partners for various CB&T activities • Participating in various activities conducted by the implementing partners • Site visits to oversee activities of implementing partners • Introducing implementing partners to district/block governments and PRIs and ensuring smooth coordination among them • Preparing monthly reports on implementing partners' performance and progress • Reviewing implementing partners' reports • Identifying potential partners for various CB&T activities and entering these into the database

No.	Position	Job description
4.	Officer (Accounts, Administration, and Procurement)	<ul style="list-style-type: none"> • Developing detailed systems for procurement, administration, HR, accounting, fund flow, and auditing at the regional PRC level in line with SPRC systems • Database of service providers and suppliers • Checking the credentials of all service providers and suppliers • Managing the complete process of procurement, including developing and finalizing specifications for products required, advertisements, short-listing, inviting tenders, selection, and placing orders • Getting into standard rate contracts for regular procurement • Maintaining complete records of procurement processes with necessary evidence • Developing standard order formats for placing orders • Developing payment systems • Formulating committees for decision-making on procurement • Ensuring regular fund disbursement to stakeholders and suppliers • Ensuring timely UCs and SoEs from all fund receivers and sending them to SPRC • Developing and managing systems for TA/DA payments for attending training • Forecasting fund requirements and placing requests for fund release accordingly to SPRC • Selecting auditors and getting quarterly audits done or as per the state system • Tracking expenditure by outsourced agencies and comparing these with approved plans and budgets • Maintaining personnel files, CRs, contracts, plans and organizing performance appraisals • Ensuring adequate insurance coverage for premises, HR, equipment, and facilities • Allocating work and monitoring progress of internal team members • Ensuring statutory payments by the regional PRC • Ensuring filing of income tax and service tax returns, and professional tax returns as applicable
5.	SATCOM, Video Conferencing, and Computer Lab Coordinator	<ul style="list-style-type: none"> • Managing SATCOM and video conferencing facilities and equipment and ensuring effective functioning • Conducting training of relevant personnel as required on using SATCOM and video conferencing facilities • Managing the computer lab with all its computer systems • Facilitating development of training manuals on computer use training • Providing training on computer use as per the training modules and training plan • Assessing the extent of skill enhancement in participants through various tests • Regularly conducting mock runs of SATCOM and video conferencing facilities to ensure smooth functioning
6.	Officer (M&E)	<ul style="list-style-type: none"> • Managing and regularly updating MIS for the regional PRC • Ensuring timely data entry of all activities and reports of regional PRCs and sending them to SPRC • Developing systems for monitoring and evaluation • Ensuring regular monitoring of various activities of the regional PRC by visits, teleconferencing, and reports • Planning and implementing evaluation of training conducted by the regional PRC periodically • Generating monthly reports on activities, the performance of the regional PRC, progress against plans, and expenditure rates and providing these to the principal (the regional PRC)
7.	MIS Assistant	<ul style="list-style-type: none"> • Data entry of all reports in MIS • Record keeping of all reports of the regional PRC • Data cleaning and ensuring data accuracy • Data validation through cross checks and physical verifications (where required) • Generating reports as directed by officer (M&E)

12.4.4 Regional PR Centre Infrastructure

The regional PRC is expected to have infrastructure corresponding to the roles envisaged for it.

Partner coordination: The principle used here is comfortable seating, adequate space for storage, and efficient functional workstations with minimal distractions. Workstations spread across a common space but functionally independent are suggested for team members. The regional PRC will also be conducting frequent meetings with partners and resource people and two meeting rooms with a capacity for seating 10 people are suggested to address this need.

Conducting training: We envisage two training halls for the regional PRC with capacity for 40–45 participants each. The training halls will be equipped with LCD projection systems, OHPs, white boards, soft boards, display panels, and other training aids. The regional PRC will have residential facilities/hostel for housing about 80 people simultaneously; 20 rooms, each designed for four people and two rooms for faculties and guests on a twin-sharing basis are also suggested. The hostel will have a common recreation facility and a hostel rector and attendant rooms. A common mess/dining room is suggested for the hostel for training programmes being carried out at the regional PRC or for any other function. An activity centre cum recreation room is also suggested in the hostel for participants.

Resource centre: The regional PRC will also function as a regional level resource centre for PRI-CB&T. An adequately spaced resource centre is suggested for this, which has a library, e-library, and reproduction facilities.

12.5 Delivery Infrastructure

The delivery infrastructure in PRI-CB&T for Jharkhand is envisaged as comprising of a large number of agencies/individuals who will be direct service providing units to the large base of PRI functionaries. With the proposed package of services and strategies, multiple service providers will be required to be functional for different activities. This will include institutional resources like CSOs or other service providing agencies, other PPP partners, folk media troupes, media and communication agencies, and community radio operating agencies on the one hand and individual resources like mentors, master trainers, training resource people, and village volunteers on the other.

13. INFRASTRUCTURE: ESTABLISHMENT, REFURBISHMENT, AND RECURRENT COSTS

13.1 Current CB&T Scenario

The existing PRI-CB&T infrastructure in Jharkhand comprises of SIRD (Ranchi), CTI (Ranchi), and PTI (Deoghar). While these three institutions possess huge infrastructure and space, its maintenance requires considerable upgradation and refurbishing. SIRD is spread across 26 acres divided into two sections—North Campus and South Campus. CTI had a huge infrastructure in Brambay, which was recently handed over to the Central University of Jharkhand. The CTI team now operates from the SIRD campus. PTI Deoghar also requires significant refurbishing and upgradation of its infrastructure.

Regarding the HR currently available three faculty positions have been filled up in SIRD in the recent past. CTI currently has five faculty positions that are filled and PTI has six faculty positions that are filled.

The other CB&T infrastructure in the state comprises of NRHM which has a structure and system in place to conduct state Sahiyya (ASHA) residential training at the block level. The Education Department has block resource centres in 212 blocks with residential facilities for 30–40 people. There are also 2,074 cluster resource centres—one for every 2–3 Gram Panchayats which have training facilities for 30–40 people.

13.2 Institutional Strengthening

This Report suggests a package of 12 strategies for strengthening the institutions. Implementation of the strategies calls for a much larger infrastructure, especially in view of 100 per cent coverage of the huge training load. Therefore, the functional strategies can rollout effectively with institutional strengthening strategies. This Report envisages SPRC as the state level nodal agency for PRI-CB&T. This will be a functionally autonomous unit located within SIRD but receiving funding from PRD as well as MoPR.

The state has a huge training load to cater to. According to NCBF the training involves around 6.09 lakh training days in the first year. The training load in the state is given in Table 15.

Table 15: Training load for PRI-CB&T

Panchayat	Number	Elected Representatives	Panchayat Support Functionaries
Zilla Panchayat	24	445	24
Panchayat Samiti	259	4,423	259
Gram Panchayat	4,423	43,916	86,913*

*Note: * Includes Panchayat Secretaries, ASHAs, ANMs, AWWs, and Rozgar Sewaks. At the block and district level, it includes only BPROs and CEOs respectively.*

The state will require infrastructure for delivering this huge training load. This Report envisages that Zilla Panchayat level training participants may be trained at the SPRC level while the Panchayat Samiti level

training participants may be trained at the regional level and the Gram Panchayat level training participants may be trained at the block level. The Report envisages five regional PRCs, each catering to a division, to function as regional level CB&T nodal agencies. One regional PRC can be at Deoghar for which the existing PTI can be converted into the regional PRC, while the state may decide appropriate locations for the other four regional PRCs based on availability of land, connectivity, and infrastructure, administrative ease, and so on.

The training to be conducted at the block level will need to use the existing infrastructure in the form of available facilities with block resource centres (BRCs), cluster resource centres (CRCs), schools, and Panchayat buildings.

The SPRC is envisaged to have the following roles:

- Implementer of state level training delivery (training of trainers, district level ERs, support functionaries, and CSO members).
- Designing and developing CB&T strategies and their plans and budgets.
- Facilitating implementation of CB&T strategies through regional PRCs, thematic partners, and other service providers.
- Managing and overseeing regional PRCs.
- Monitoring and evaluation of all CB&T interventions.

The regional PRC is envisaged to have the following roles in PRI-CB&T:

- Preparing district-wise CB&T plans with budgets and presenting them to SPRC for approval.
- Identifying (through appropriate procedures laid out by SPRC) institutional and individual resources for implementing various strategies for CB&T (including CSO partners, resource people, communication agencies, resource people, and mentors).
- Preparing a training schedule for each district and block.
- Managing and overseeing delivery chain partners (approving plans and budgets, providing technical support, monitoring, feedback, performance assessment, releasing funds as required, and collecting SoE and UCs).
- Conducting regional/district level training at the regional PRC/other venues for Panchayat Samiti ERs, mentors, village volunteers, CSO team members, and block level support functionaries.

13.3 Infrastructure Strengthening

The infrastructure suggested is according to the envisaged roles of the institutions. Broadly, the strengthening/establishing will require indicative guidelines for planning space, furniture, and equipment. These specifications have been detailed out for establishing/strengthening of SPRC/SIRD and regional PRCs. However, this is an abridged report and has only an indicative overview. The state has been provided with detailed specifications. The detailed version of the Report also includes recurring costs for human resources as well as other management costs.

13.4 SPRC infrastructure

We now provide an overview of the kind of facilities suggested for SPRC. Since SPRC is envisaged to be located within SIRD the existing infrastructure may be shared. An overview of the facilities required by SPRC is given in Table 16.

Table 16: SPRC Facility Requirement Overview

Facility	Description
Training Halls	2 halls with capacity for 40 people each
Auditorium	1 auditorium with capacity for 100 people and a dais with audio-visual facilities and 2 screens
Meeting Room	4 meeting rooms with capacity for 15 people for internal meetings and meeting visitors with facilities for projection, white board, and soft board
Office Space: Director (SPRC)	1 cabin with seating space for 6 people in front of a desk and a sofa arrangement for waiting or meeting + waiting space outside the cabin for visitors + sitting space for PA cum computer operator for the director, SPRC
Office Space: JD (Services)	1 cabin with seating space of 5–6 people in front of the desk, adequate storage, and a large desk
Office Space: JD (Procurement, Administration, and Accounts)	1 cabin with seating space of 5–6 people in front of a desk, adequate storage, and a large desk
Office Space: Strategy Development and Delivery Team	1 cubicle for team leader + 5 work stations for 5 managers (CB&T strategies) + space for printer, and storage
Office Space: Training Design, Development, and Delivery Team	1 cubicle for team leader + 1 cubicle for training design and development expert + work stations for 4 training faculty cum coordinators+ work space for documentation officer + space for printer and storage
Office Space: CB&T Coordination and M&E Team	1 cubicle for team leader + 1 cubicle for the regional PRC coordinator + 1 work station for the M&E officer + 1 workstation for the MIS coordinator + 1 work station for documentation officer+ computers for 2 computer operators + space for printer and storage
Office Space: Accounts Team	1 cubicle for officer (accounts) + work stations for 4 accounts assistants + space for printer, filing cabinets, and storage
Office Space: Procurement, Contracts, and Outsourcing, and Establishment and Maintenance Teams	1 cubicle for officer (procurement) + 1 cubicle for officer (contracts & outsourcing) + 1 cubicle for officer (establishment & maintenance) + 1 cubicle for officer (HR & Admin) + 3 work stations for computer operators cum clerks
Office Space: Other	Open reception area + space for a photocopy machine + space for visitors' waiting + space for printer, storage, and display
Computer Lab	Utilize SIRD facilities (but according to requirements) for seating 40 people and 20 computer nodes + SATCOM receiving and housing video conferencing equipment)
Library and Resource Centre	Use the SIRD facility
Group Activity Rooms	4 small rooms for group activities during training
Pantry/Kitchen	With facilities of a microwave, refrigerator, and toaster
Wash Rooms and Utilities	Separate units for ladies and gents near each training hall + 1 unit for office area + 1 unit for director + 1 unit for JD and senior faculties + 1 common unit in the hostel + separate wash areas + dish cleaning area
Hostel Rooms	40 rooms each capable of accommodating 2 people @ 200 sq ft each + 4 rooms each capable of accommodating 2 people each for senior faculties @ 250 sq ft each. All with attached utilities
Hostel Recreation Room	Recreation room located in the hostel with a TV, newspapers magazines, and indoor games
Dining Hall	With facility for dining 80 people simultaneously
Amphitheatre	For performances, simulation exercises for Gram Sabhas, etc. Capacity for seating 100 people

Apart from this, SPRC will require computers, laptops, printers, photocopying machines, fax machines, satellite receivers, video conferencing facilities, digital and video cameras, LCD projection systems, overhead projectors, and audio-visual systems. It will need to be equipped/upgraded with appropriate facilities for a

wi-fi environment, LAN connectivity, DTH connectivity for televisions, and a public address (PA) system for the auditorium.

13.5 Regional PRC Infrastructure

The Report recommends establishing one regional PRC in each of the five divisions. While PTI Deoghar may be converted into one of the regional PRCs, the state will need to establish four other centres from scratch. An overview of the facilities required for a regional PRC is given in Table 17.

Table 17: Regional PRC Facility Requirement Overview

Facility	Description
Training Halls	3 halls each with a capacity for 40 people
Office Space	Open reception area + 1 section for administrative staff + 1 section for training team + 1 cabin for principal + 1 section for partner coordinators + space for server, printer, photocopy machine, and storage
Meeting Rooms	2 rooms with capacity for seating 10 people with a round table and space for projection and a white board
Computer Lab cum SATCOM Receiving Facility	Facility for seating 30 people and 15 computer nodes + SATCOM receiving and housing video conferencing facilities, and functioning space
Library and Resource Centre	Library, news magazines, CDs/DVDs, learning material, displays racks, IEC displays, and sitting space
Group Activity Room	6 small rooms for group activities during training
Pantry/Kitchen	
Wash Rooms and Utilities	Separate units for ladies and gents near each training hall; 1 unit for office area; 1 common unit in the hostel; separate wash areas; dish cleaning area
Hostel Rooms	20 rooms each capable of accommodating 4 people for participants @ 300 sq ft each + 2 rooms each capable of accommodating 2 people for faculties @ 200 sq ft each + 1 room@200 sq ft for hostel rector office cum hostel night attendant accommodation + 1 large recreation room@600 sq ft, all with attached utilities
Dining Hall	With facility for dining 40–50 people simultaneously

13.6 Immediate Action

It is understood that establishing new regional PRCs and SPRC may take some time. However, implementing the various strategies suggested in this Report may be taken up on an immediate basis. Corresponding human resources will also need to be in place to carry out the implementation of the various strategies. We suggest that the teams be put in place as a first step towards implementing the strategies suggested in this Report. While the SPRC team may be located at SIRD, interim arrangements for regional PRC teams' functional infrastructure may be made in hired premises or in premises allocated by the government.

13.7 Infrastructure Costing

An overview of the costs involved is given in Table 18.

Table 18: Infrastructure Establishment Costs

No.	Cost Head	Estimated Amount
1.	SPRC infrastructure	Rs 5 crore
2.	Infrastructure costs for converting the PTI Deoghar to a regional PRC	Rs 1.5 crore
3.	Costs for establishing new regional PRCs	Rs 1.97 crore per regional PRC Total Rs 7.9 crore for 4 centres
	Total infrastructure cost recommended for Jharkhand	14.4 crore

It is assumed that the land will be allocated by the Government of Jharkhand and no costs for this have been factored in any of the calculations provided in this Report.

Recurring Costs for SPRC and Regional PRCs

Recurring costs for human resources as well as for other management costs are given in Table 19.

Table 19: Recurring Costs

No.	Cost head	Estimated amount
A	SPRC recurring costs	
1	SPRC recurring costs for HR	1.42 crore
2	SPRC management recurring costs	1.05 crore
3	SPRC total recurring costs	2.47 crore
B	Regional PRCs' recurring costs	
1	Regional PRC recurring costs for HR	Rs 46.62 lakh per regional PRC
2	Regional PRC management recurring costs	Rs 47.09 lakh per regional PRC
3	Regional PRC total recurring costs	Rs 93.71 lakh per regional PRC
4	Total recurring costs for 5 regional PRCs	Rs 4.68 crore

Activity costs will have to be worked out separately as per the annual plan prepared every year and its corresponding budgets.

14. TRAINING STRATEGY

14.1 Defining Training

Training is a major and most commonly utilized approach of CD of human resources (the other major approaches include communication, mentoring, on the job learning, experiential learning, deputation, tagging along, and exchange programmes).

According to Wikipedia, 'The term training refers to the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies'.

Training is thus an input aimed at enhancing the capacity of human resources. Training can also be defined as a direct invasive procedure of the human mind for development.

While training can be used for a variety of purposes ranging from providing information and knowledge and skill development to bringing about attitudinal and transformational changes the usual experience is that training works best for the first three purposes of providing information, knowledge, and to some extent for skill development.

14.2 Training in the Context of PRI-CB&T and NCBF

In context of PRI-CD, training is one of the most important strategies and also one of the largest components both input and cost-wise.

Recognizing the huge and mostly unaddressed need for capacity development of PRI functionaries, NCBF was launched by MoPR in July 2006 as a guiding document for the training and capacity development of PRI functionaries. Most of the states started implementing NCBF through different strategies and also succeeded to varied degrees. However, the states still need to go a long way in terms of absolute and qualitative coverage, improving the quality of training and resource people, and the timeliness of the training.

This Report provides a basic plan for conducting training as suggested in NCBF for ERs as well as training for the other human resources involved in imparting training as well as in the delivery of all other strategies for CD.

14.3 Current Training Scenario in Jharkhand

SIRD, Ranchi was set up in 1954 in Bihar and post the bifurcation of the state, the institute in its present form came into being in 2002. SIRD is a part of the Rural Development Department (RDD), Government of Jharkhand and functions under its direct control. The institute is charged with the responsibility of building the capacities of ERs and local government functionaries.

The state also has a CTI and a PTI under the Department of Panchayati Raj (DPR) which have the mandate of training PRI representatives. So far they have conducted one training for traditional Panchayat leaders (Pradhans).

SIRD has three faculties while CTI and PTI have five and six BPROs each as faculty of the institutes. The state has 355 external resource persons from various institutions and departments, whom they call as per need.

14.4 Training Load and Training Spread

Jharkhand has 24 Zilla Panchayats, 259 Panchayat Samitis (block level), and 4,423 Gram Panchayats. The total volume of elected Panchayati Raj representatives is 445 ERs at the district level, 4,423 ERs at the block level, and 43,916 ERs at the village level. The total training load for Jharkhand thus comprises of more than 2 lakh ERs, support functionaries, as well as other service providers (including mentors, trainers, and CSO teams which form the training and CD delivery network for the state).

Each of the ERs and PSFs are expected to undergo a number of training as per NCBF and as suggested in other CD strategies in this Report. The objective of the CA-CDS exercise is to develop a strategy ensuring 100 per cent coverage of all PRI functionaries as per the NCBF suggested training framework. This Report can thus be seen as NCBF Plus. The NCBF framework aims at ensuring minimal requirements and not optimal requirements while this Report presents an approach somewhere in between the minimal and optimal levels.

The overall training load and training spread in the state along with the different training that each group is expected to undergo is given in Table 20.

Table 20: Overall Training Load and Spread for Jharkhand

Training	No. Of Days	Participants								
		District Level			Block Level			Village Level		
		Chair-persons	Members	PSFs	Chair persons	Members	PSFs	Chair-persons	Members	PSFs
For First Year										
Foundation	4	24	421	24	259	4,164	259	4,423	39,493	86,913**
Basic Functional*	4	24	168*	24	259	1,813*	259	4,423	30,961*	86,913**
Sectorally Focused	6	24	421	24	259	4,164	259	4,423	39,493	86,913**
Computer	25	24	421	0	259	4,164	0	4,423	39,493	0
Every Year From Second Year										
Refresher	3	24	421	0	259	4,164	0	4,423	39,493	0

Note: *Members for this course are chairpersons of all Standing Committees.

** Include secretaries Rozgar Sewaks, ANMs, ASHAs, and AWWs.

14.5 Training Delivery Structure

A three-tier structure is envisaged for training delivery with a SPRC located in SIRD as the training node at the state level, regional PRCs as training nodes at the regional level, and CSO partners as training nodes at the block level (Figure 10).

Figure 10: Training Delivery Structure



14.5.1 SPRC Training Functions

The major training functions of SPRC are:

- Periodic TNA for the state.
- Designing and developing a training strategy for the state.
- Designing and developing a training plan and budget for the state.
- Presenting plans and budgets to the state PRD and seeking its approvals and funds.
- Designing and developing training systems and procedures for the state (including TNA, training design, training module design, identifying training partners and trainers of trainers and their selection, identifying training resource people and their periodic assessment, training evaluation, training logistics, training documentation, and training costs).
- Designing and developing all training manuals for participants and for resource people as required in local languages.

- Identifying trainers of trainers for training resource people.
- Conducting training for resource people.
- Preparing protocols for periodic assessment of the training resource people.
- Ensuring modifications of training content and methodologies based on feedback from time to time.
- Managing training funds and their disbursement and ensuring timely SoEs and UCs.
- Conducting training of trainers, state and regional level functionaries, and convergence partners, and all such training that is conducted at the state level.
- Training and impact evaluation.

14.5.2 Regional PRC's Training Functions

The major training functions of regional PRCs are:

- Preparing district-wise training plans with budgets.
- Presenting plans and budgets to SPRC and seeking its approvals and funds.
- Coordinating with district and block governments and line departments for training related activities.
- Preparing and maintaining a database of all PRI functionaries including ERs and support functionaries.
- Identifying and contracting CSO partners at each block level.
- Preparing a training schedule for each district.
- Overseeing training being conducted by the CSO partners.
- Managing and oversight of CSO partners (approving plans and budgets, providing technical support, providing training and capacity development of CSO partners and their teams, monitoring, feedback, performance assessment, releasing funds as required, and collecting SoEs and UCs).
- Managing funds for training and disbursing them further to CSO partners and ensuring timely SoEs and UCs.
- Conducting regional/district level training at the regional PRC/other venues for Panchayat Samiti ERs, mentors, village volunteers, CSO team members, and block level support functionaries.
- Monitoring CSO partners through monthly review meetings, reports, performance assessments, and feedback systems.
- Carrying out periodic performance assessments of resource people as per the guidelines set by SPRC.
- Ensuring timely and quality implementation of all activities and guidelines set by SPRC at the district/block level.

14.5.3 CSO Partner's Training Functions

A CSO partner at each block is envisaged as the CB&T delivery node. The CSO partners will coordinate with empanelled resource people for the block and conduct training as per the training schedule and plan. The training functions of CSO partners will include:

- Developing a training plan and calendar for the block.
- Identifying suitable and convenient venues for conducting training.

- Coordinating with the block government and line departments.
- Creating a database with profiles of all ERs for the given block and of all support functionaries and all other target groups for training.
- Identifying and short-listing resource people for trainers. Final selection will be done jointly with regional PRCs.
- Coordinating the management of the complete training cycle for training ERs and support functionaries including convenient scheduling, timely information, ensuring attendance, record keeping of attendance, logistics arrangements, food and snacks, training kits, ensuring a comfortable venue with all facilities, ensuring training aids and audio-visual aids, documenting daily proceedings, pre and post-test assessments, training, faculty, and logistics evaluations, and preparing the training report.
- Ensuring on site release of TA/DA to participants and maintaining records and supporting documents.
- Preparing reports of all activities and sending them to the regional PRC.
- Attending monthly review meetings held by the regional PRC and discussing progress and plans.
- Conducting regular performance assessment of the training resource people.
- Monitoring all the activities through site visits, and feedback from participants, local leaders, and government functionaries.
- Submitting timely SoEs and UCs and getting statutory audits done as per guidelines.

14.6 Training Needs Assessment

Most of the training experts do TNA as a precursor to any training design or training strategy development initiatives. However, in case of PRIs in Jharkhand, the situation is slightly different and thus calls for a different approach as there has been a gap of a generation between the two generations of ERs.

14.6.1 Classical Knowledge Cycle

The classical knowledge cycle explains four stages of acquiring knowledge. The first stage is ignorance of one's own ignorance. On exposure to a particular subject, we become aware of this ignorance. At this stage, partial knowledge is gained of the subject which gets influenced by a person's world view. Then, beyond this, more information and knowledge is gained and in the final stage this gets imbibed at the sub-conscious level (Figure 11).

Figure 11: The Classical Knowledge Cycle



ERs in Jharkhand are in the first stage and opting for a TNA will not yield anything fruitful. Hence, the module should be decided based on a given understanding of the knowledge levels of ERs. It is after they have been trained for some time and have gained some experience that a TNA should be done. This can perhaps be done in the third year of their term. On the other hand, PRI support functionaries need to

update their knowledge/skills as they have to de-learn their previous roles and learn their new roles in the context of ERs coming into the picture.

At the onset, a database with profiles of the training target group at the state level can be of significant help. The state PRD may not possess all the information on many of the features but this database can be updated once all ERs are in place. The database may comprise of but not be limited to the following features:

- Name
- Age
- Gender
- Caste
- Village, block, and district
- Designation
- Literacy
- Education
- Previous history of functioning as ERs (traditional Panchayats as well)
- Date since getting elected
- Training attended

This database will provide significant information on the profile of the training target group in lieu of a full-fledged TNA.

A qualitative TNA may be planned in year two or three, focusing on developing a qualitative understanding of the issues related to learning, methods of training, gaps in training, and other related issues. This can be outsourced to agencies with requisite capabilities and experience.

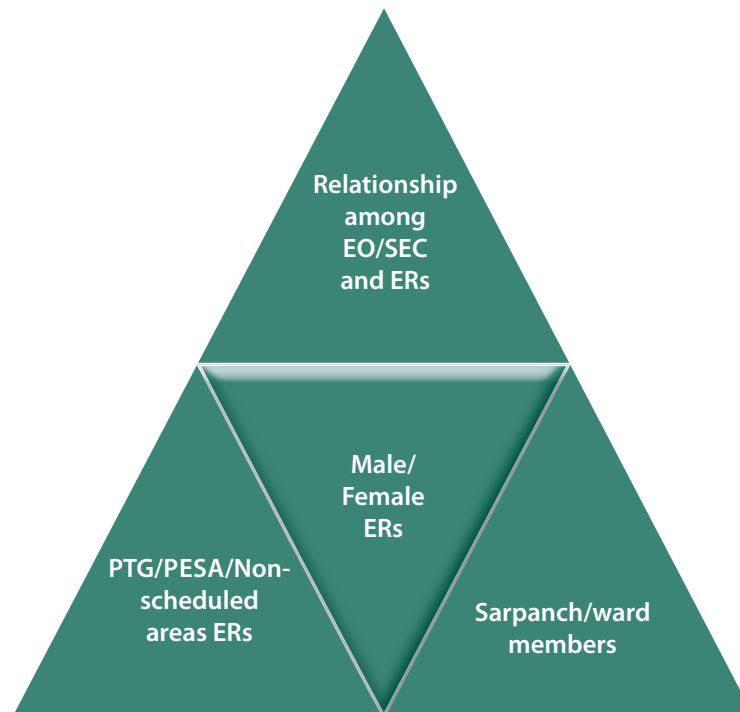
14.7 Training Design and Development

Training is an intrusive technology to influence the human mind. It involves changing concepts and thoughts along with providing knowledge and skills. It therefore needs to be designed precisely and implemented skillfully. Some of the important aspects that need to be addressed during the training design are:

14.7.1 Differential Approach

Our experience in other states shows that the training approach, delivery, and material are the same for all levels of ERs. Learning from other states suggest that different ER sub-groups have differing needs and will consequently require differing approaches, delivery methods, and material. Differentials begin to crop up among ERs due to power, availability of information, gender and functional literacy, primitive tribal groups (PTGs), PESA and non-scheduled Panchayat ERs, and age as is evident from Figure 12.

Figure 12: Differential among target groups



14.7.2 Core Content Development

The state has developed some training modules which are being vetted by the Law Department but since they were not shared with this team, this Report cannot comment on them. Core content comprises specific thematic areas, which are necessary for PRI-CB&T. SPRC needs to define the thematic areas, their precise contents, including methods of delivery, and all relevant reference material. This is mandated for:

- Ensuring precise delivery of the knowledge relevant to statutes/acts, duties, roles and responsibilities, and other functioning of PRIs, which are mandatory/governed by,acts,rules and regulations.
- Ensuring accurate and holistic delivery of developmental concepts as per the covenants to which India is a signatory (Universal Declaration of Human Rights, Beijing Platform for Action, United Nations Convention on the Rights of the Child, Convention on the Eradication of all forms of Discrimination Against Women, International Covenant on Civil and Political Rights, International Covenant on Economic, Social and Cultural Rights, and the Kyoto Protocol).
- Ensuring consistency and holistic approaches and frameworks and reducing the risks of 'individual/specific interest based' deliveries.

Additionally, functional literacy modules for specific ERs, like a module on gender especially for ERs of PTG/PESA areas, special modules for youth and women ERs from PESA areas may be considered necessary as the basic core content.

14.7.3 Training of Trainers Design

PRI-CB&T in other states has shown that most of the time the training of trainers is limited to imparting technical skills. Even the training manuals in most instances only comprise of technical skills or technical

details on training topics. However, it is expected that the people being chosen as the trainers of trainers will be technically sound and subject experts. One of the major weaknesses of most of the ToT designs is that the training skills of the selected trainers are not focused. It is assumed that people who have good technical skills can perform good training, which is a myth. Even so, most of the time people with good technical knowledge are selected as trainers. In such cases the focus of ToTs has to be on the training skills of selected individuals. This will ensure the dual purpose of achieving effective and efficient delivery by the trained people and further training delivery will be imparted in a cascade effect by the trainers.

Thus, training manuals for trainers will need to focus more on methods of imparting training rather than on technical content.

14.7.4 Based on Adult Learning Principles

The target group for training has very low literacy, no/limited exposure to formal education systems, and no previous learning experience. PRI training will be their first experience of training. Hence, the training design will have to be designed keeping this fact in mind and will have to be based on adult learning principles. It will also have to be designed based on activity oriented learning rather than being power point and charts based. We as adults learn through observation, mimicking, films, case studies, and life situations. The same principles need to be incorporated in the training design to make it more acceptable, absorbable, and implementable. This essentially means converting knowledge into value additive knowledge products through case studies, planned and facilitated exposure visits, storytelling, experience sharing, role plays, live problem solving exercises, games, and group activities.

This experiential learning method may provide the spark for converting passive knowledge into active knowledge, which is when it will be utilized.

14.7.5 Training Methodologies

It has been found that in most other states training is generally held in a lecture based manner and delivered in a one-way communication mode. In other states where such training has been done there has been very little exchange between the trainers and trainees. This has been due to a variety of reasons including language, power, gender, interest levels, and degree of understanding.

The training needs to be vibrant, interactive, and in a dialogue form between the trainer and learner. Good training should be like a good theatre experience. Research has shown that people first remember feelings and then skills associated with training. Thus, sound training should bring out positive feelings like enjoyment, curiosity, laughter, and interest. The training design should include various methodologies to make the experience memorable for learners. This will require a fusion of design, audio-visual aids, faculties, facilitators, and a good training arboriculture. Training arboriculture will involve creating an enabling environment for the participants to learn.

In order to make the training acceptable, innovative practices from some other states can be included in the module. For example, Tamil Nadu decorated the training halls in a festive manner thus making it an occasion to celebrate. This also increased the participation of women and brought about ownership of the training programme. In Rajasthan, women who followed purdah were made to serve tea to everyone in the training to help them get rid of this practice. Thus, cultural aspects too were integrated depending on the context. In tribal pockets of Jharkhand such practices may be followed in order to make the training more acceptable.

The methodology mix should include games, to-do-activities, case studies, storytelling, simulation exercises, problem solving games/exercises, and role plays. The methodology should be learner centric rather than being trainer centric.

14.7.6 Training Manual Specifications

SPRC will develop a resource person manual and a learner manual for each training topic. All the training manuals will need to be comprehensive, self-explanatory, user friendly, and self-contained. The specifications for the manuals are provided in Annexure 3.

14.7.7 Training Manuals Design and Development

Jharkhand has developed some training material that is yet to be approved. However, since this material was not shared with the team we make no comments on it in this Report.

Based on the training strategy and coverage suggested in this Report, a number of manuals will need to be developed; these will be in addition to existing manuals (Table 21). The existing manuals may need to be modified based on the specifications provided above to make them more appropriate.

Table 21: List of Training Manuals to be Developed

No.	Name of the manual	Intended users	No. of copies required
1.	ToT Manual—Trainers Manual	Block Resource Persons	80
2.	Foundation Course—Participant Manual	ERs and PSFs	4,706
3.	Basic Functional Course—Participants Manual	Panchayat ERs and PSFs and Standing Committees Chairpersons	4,706
4.	Sectorally Focused Programme—Participants Manual	Panchayat ERs and PSOs	4,706
5.	Foundation Course—Trainers Manual	Resource Persons	780
6.	Basic Functional Course—Trainers Manual	Resource Persons	780
7.	Sectorally Focused Programme—Trainers Manual	Resource Persons	780

It is envisaged that SPRC will take up the responsibility of defining and developing the core content and all the envisaged manuals. SPRC will seek the help of external experts as and when required for this. The manual design and development process may also be outsourced with overall design and inputs provided by the SPRC team. The SPRC team will prepare the overall design and objectives of each of the manuals that are required. It will also provide the profiles of intended users. The team preparing the manual will need to develop it further after continuous consultations with the SPRC team. Once developed, SPRC will carry out a peer review of the manual followed by a pre-testing exercise with intended users. The feedback will be incorporated and the manual modified accordingly.

SPRC should also ensure appropriate vetting and approval of the manuals prior to their circulation.

All the manuals should be developed in the local language using local accents and terms. It is envisaged that one manual per Panchayat of the participants' manual will be provided. Jharkhand has a high tribal population of 26 per cent. A number of dialects are also spoken in the state. Hence, training manuals should be prepared in these local dialects for PESA areas to ensure better understanding. To begin with, the manuals may be prepared in Hindi (and in English for circulation in other states) but the role of the trainer will be important in facilitating the entire session in the local dialect so that the participants understand what the manuals include. At a later stage, some of the major languages/dialects in which the manuals should be prepared are:

- Sadri
- Santhali
- Ho
- Kurukh
- Oraon
- Munda

The costing for manual design and development may be budgeted as per details given in Table 22.

Table 22: Tentative Costing for Manual Design and Development

No	Item	Tentative cost estimate
1	Design of manual	Rs 1,50,000–3,00,000
2	Reproduction of manual	Rs 200–600 per printed copy

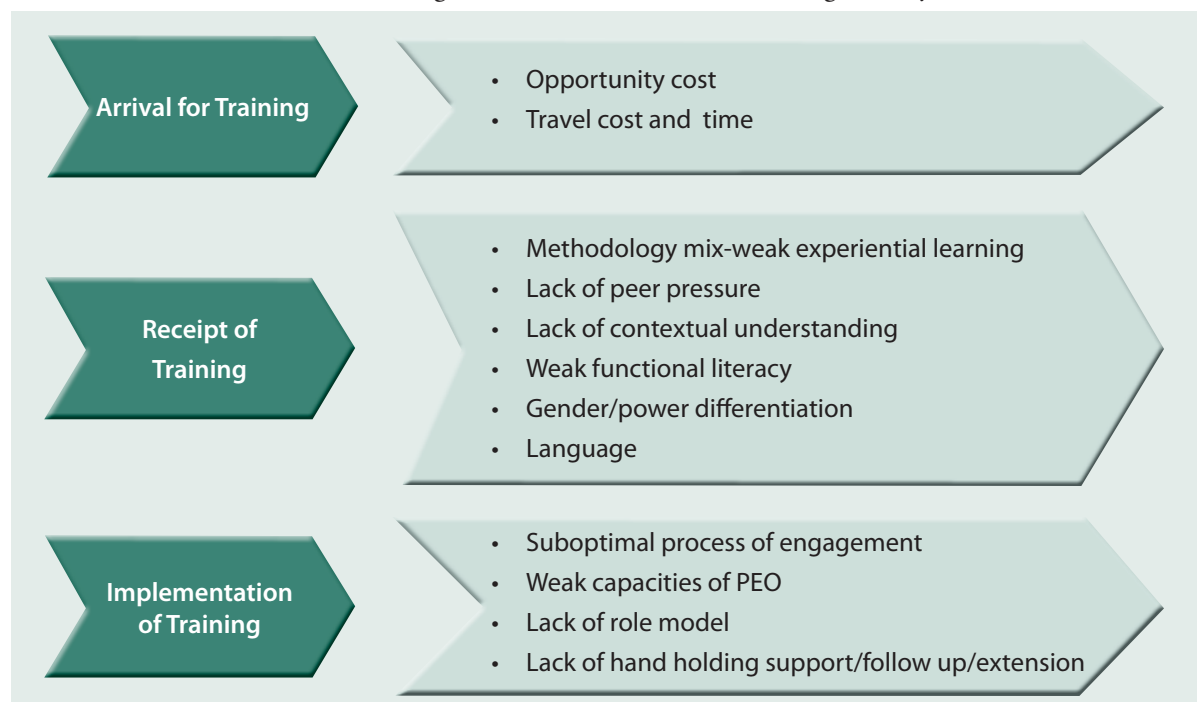
In all, we envisage about seven training manuals that will have to be developed. The estimated number of copies required is about 17,000. Based on the cost indications given in Table 22, the total design cost is estimated at about Rs 21 lakh and printing cost is estimated at about Rs 1.02 crore.

14.8 Training Delivery

As discussed earlier, some of the major constraints in PRI-CB&T are at the level of training delivery. These include issues related to access, timely information, TA/DA rates, food, facilities at the venue, seating arrangements, trainer-trainee interaction, participants' involvement, group composition, power dynamics within the group, and gender differentials. Figure 13 shows the possible issues that ERs will face during the course of their training.

Figure 13: Key issues in Training Access and Usage by ERs

Some recommendations for addressing these issues at the level of training delivery include:



- **Information:** Timely information to be provided to participants and reconfirmed. Their participation to be confirmed through repeated reminders.
- **Scheduling:** Care should be taken not to schedule training during local festivals, events, on Gram Sabha meeting days, on Panchayat meeting days, or when it is coinciding with other training.
- **Venue selection:** The venue for training:
 - Should be such that it is easily accessible for a majority of the participants.
 - Has good connectivity.
 - Can be located easily.
 - Has comfortable facilities.
 - The training room should be peaceful with no/minimal external. auditory/visual disturbances.
 - Should have adequate space for group activities.
 - Should have adequate space and arrangements for participants' seating.
 - Should have proper lighting and air ventilation with fans.
 - Plug points for connecting laptops, projectors, TV, or other equipment, if required.
- **Group composition:** Batch mix is one of the most important variables in a training programme. It should be determined by:
 - Contiguous areas for training at the cluster level.
 - **Gender:** For certain training, separate training for men and women and for some others a good mix should be done to ensure greater participation as well as a higher qualitative training experience.
 - **Designation:** A horizontal mix, that is, ERs of the same level, and a vertical mix, that is, across the levels are two possible batch mixes that should be utilized. For example, subjects like team building can be conducted in a horizontal mix.
 - **PESA:** A mix of ERs from both scheduled and non-scheduled areas will be ideal for some subjects of training but language may be an issue. For softer areas like literacy a mix from scheduled and non-scheduled areas can be also be thought of.
- **Trainer-trainee interface:** Various activities may be used for increasing trainer-trainee interaction. Incorporating games/activities will help this process. Our experience from the field suggests that a trainer from a similar age group, same geographical region, and particularly from the peer group (worked as ER) is much better accepted by the participants. For PESA areas, a relationship of trust is very important and therefore a trainer from the local area will be more effective as s/he will also be aware of the local dialect which is a necessity. This way local resource development can also take place which is beneficial in the long run.
- **Training aids:** All required training aids like projectors, TVs, DVD players, speakers, white boards,

markers, charts, stationery for group activities, microphones, cameras, pens, and pencils should be available. Other aids for planned activities during training should also be available. CDs should be available in case movies are to be shown.

- **Accessories:** Care should be taken in providing the following facilities as per the needs of the target group:
 - Drinking water and disposable glasses.
 - First aid kit with sanitary napkins.
 - Separate toilets for men and women.
 - Wash areas.
 - Play area, activities for dependent children coming with women ERs.
- **Food:** Should be as per local flavour, preparation methods, and traditions. Care should be taken to respect local customs and traditions. Food/snacks for fasting days should also be made available. These should be served in adequate quantities. Hygienic food may not necessarily be a motivational factor for attendance but it is found that poor hygiene deters target groups from participating.
- TA/DA distribution should be done at fixed timings without disturbing the training time. It should not be done simultaneously with ongoing training.

14.9 Training Resource People

The state has very few resource people involved in imparting training. However, based on the training load worked out by this study team, the state will require resource people broadly at three levels: at the block level to cater to the training of all ERs and village and block level support functionaries. Another set of resource people will be required to train other functionaries like mentors, district and block level support functionaries, CSO partners, and block level resource people. Then the state PRD will also need to engage an expert resource agency to provide training to functionaries in the state PRD, SPRC, and regional PRCs. Table 23 provides a structure of the resource people/agencies that will be required for the different target groups and the training location for each.

Table 23: Resource People at Different Levels

Block resource people		State level resource people		Resource people for state PRD*	
Target groups catered	Training location	Target groups catered	Training location	Target groups catered	Training location
All ERs at GP/PS/ZP levels	Block/regional PRC/SPRC levels respectively	CSO teams	Regional PRC/SPRC	Regional PRC teams	SPRC/other
Village volunteers	Block level	Mentors	Regional PRC	SPRC teams	SPRC/other
Support functionaries at GP level (for example, ANMs, ASHAs, AWWs, PEOs, and GRS)	Block level	District level support functionaries	SPRC	State PRD team	SPRC other
Block level support functionaries	Regional PRC	Community radio station teams	Regional PRC/SPRC	State level resource people	SPRC/other

Block resource people		State level resource people		Resource people for state PRD*	
Target groups catered	Training location	Target groups catered	Training location	Target groups catered	Training location
Mobile van facilitators	Block level	Block level resource people	SPRC		
Folk performance team members	Block level				

Note: * This will have to be carried out either by an expert resource agency (consultant agency) or MoPR.

14.9.1 Block Level Resource People

We envisage three resource people per block to cater to the total training requirements as per NCBF specifications. It is envisaged that at the district level, training scheduling will be done considering availability of resource people. The block resource people will also cater to nearby blocks as per requirements. The training plan developed by the study team envisages about 777 resource people for the entire state to conduct simultaneous training as required by the timeline under NCBF.

SPRC will need to formulate criteria for selection of resource people. The CSO partners can identify and short-list the resource people; this list can be finalized in consultation with respective regional PRCs based on the criteria set by SPRC. SPRC will identify and select trainers for training these empanelled resource people. All the empanelled resource people will need to go through rigorous training at SPRC as per NCBF prescribed guidelines. Only resource people who complete this training successfully will be selected as state training resource people. The selected resource people will thereafter provide services for the training organized and conducted by CSO partners at the block level. Senior and experienced resource people will be identified to work as senior resource people and will conduct training at the regional PRC level. SPRC will maintain a database with profiles of all the successful and unsuccessful resource people and will keep updating the information about their work and the feedback received.

Periodic assessments of the resource people will be carried out every year which can be a combination of a written test, assessment of their training (by observing the training conducted by them) by experts, year round feedback from participants' feedback forms, and subjective feedback from CSO partners. SPRC will need to design an assessment tool based on the criteria provided above.

14.9.2 State Level Resource People

SPRC will need to identify and create a pool of state level resource people for training block resource people. This can also involve people from CSO partners, regional PRCs, SPRC's internal team, as well as external consultants, other government departments, academic institutions, research organizations, and CSOs working with PRIs and decentralization.

14.9.3 Resource Agency for State Level Functionaries

For providing training to state level resource people, the state PRD, SPRC, and regional PRC teams, the state PRD will have to identify and engage an expert resource agency specializing in providing such training. The agency will have to be of national/international repute and should have a good track record of carrying out such assignments. MoPR's assistance may be sought to identify such agencies. This will need to be done as an outsourcing assignment.

14.10 Training Assessment

SPRC will need to develop a strong framework for M&E of all training related activities. Some of the strategies are:

- Training report formats to be developed by SPRC.
- All training to have detailed training reports submitted to regional PRCs.
- All training to have pre and post-knowledge gain assessment tests; formats to be designed for each training by SPRC. To be part of training manuals.
- All training to have concurrent evaluation by session end assessments as well as overall evaluation at the end of the training. This should cover all aspects of training including:
 - Information
 - Access
 - Venue selection
 - Facilities
 - Lodging and boarding
 - Faculty assessment
 - Content
 - Methodology
 - Group dynamics
 - Training aids and material
 - Training kit
- The feedback received from the participants will have to be regularly compiled by CSOs at the block level.
- Each training to be scored by CSO partners. Monthly assessment reports to be prepared by CSO partners and submitted to RETCs.
- All assessments to be fed into MIS by regional PRCs.
- Regional PRCs to assess CSO partners and resource people through MIS, training reports, and training visits.

14.11 Training Repository

SPRC will need to maintain a strong repository of training related data and documents. SPRC and regional PRC libraries should have books, documents, reports, research reports, guidelines, frameworks, strategy documents, training manuals developed by other states/countries/donor agencies, legal documents, acts, GRs, amendments, and laws, which are related to training and PRI and decentralization.

SPRC and regional PRCs should also subscribe to various newsletters and magazines related to training and PRIs. SPRC and regional PRCs should also maintain a collection of various training material, learning aids, posters, charts, flip books, CDs, and films. SPRC and regional PRCs should maintain various databases as below but not limited to:

- Trainers' database.
- Resource people database.
- Documents' database.
- Consultants' database.
- CSO database.
- Support institutions' database (research agencies, documentation, publishing, and training institutions etc.).
- ERs' database.
- Support functionaries' database.
- Important contacts' database.
- Suppliers' database.

14.12 Implementation Plan and Costing

The key features of the training plan are:

- All training planned as per the timeline suggested by NCBF.
- Costing of training according to its phasing.
- Training costs for all the five years should be estimated, that is, training for first year and refresher in the remaining years.
- Costs for designing and printing training manuals.
- Exposure visits for two members from each Panchayat.
- Training costs for training of resource people to be budgeted.

The training costs are based on the current norms provided by the state PRD, Jharkhand. Training costs considered for this Report are given in Table 24.

Table 24: Training Cost Pattern at Different Levels and for Different Durations

Level	Participants	Cost Per Day Per Participant (Rs)
State	Resource persons	1,580
District	ER/PSFs	1,250
Block	ER/PSFs	680
Village	ER/PSFs	350

14.12.1 Training Plan

For Jharkhand we have planned a 3-day foundation course for 100 per cent ERs for the first year and from the second year onwards 14-days training as per NCBF specifications for 100 per cent ERs and from third

year onwards the same for 100 per cent PSFs. The training costs will decrease from the third year onwards for ERs as only refresher training will be conducted.

Tables 25 and 26 provide a summary of the type of training required, the training load at each level, estimated number of batches, and cost estimates. The training plan is based on NCBF's recommendations and the cost estimates have been arrived at using current training norms of MoPR and PRD, Jharkhand.

Table 25: Training Cost Estimates

	Training Days	Training Location	Target Group	Training Load	Participant Training Days	Batch Size	No. of Batches	Total Cost (Rs)
First Year	3	SPRC	Zilla Panchayat ERs	445	1,335	20	22	16,68,750
	3	Regional PRCs	Panchayat Samiti ERs	4,423	13,269	20	221	90,22,920
	3	Block Level	Gram Panchayat ERs	43,916	1,31,748	20	2,196	4,61,11,800
Total for first year					1,46,352			5,68,03,470

Rs Five crore, sixty eight lakh, three thousand, four hundred and seventy only.

Table 26: Training Costs for Second Year as per NCBF

Training Name	Training Days	Training Location	Target Group	Training Load	Participant Training Days	Batch Size	No. of Batches	Total Cost (Rs)
Foundation Course	4	SPRC	Zilla Panchayat ERs	445	1,780	20	22	22,25,000
	4	Regional PRCs	Panchayat Samiti ERs	4,423	17,692	20	221	1,20,30,560
	4	Block Level	Gram Panchayat ERs	43,916	1,75,664	20	2,196	6,14,82,400
Basic Functional Course	4	SPRC	Zilla Panchayat Adhyaksha and Standing Committee Chairpersons	96	384	20	5	4,80,000
	4	Regional PRCs	Panchayat Samiti Pramukh and Standing Committee Chairpersons	1,036	4,144	20	52	28,17,920
	4	Block Level	Gram Panchayat Sarpanch and Standing Committee Chairpersons	17,692	70,768	20	885	2,47,68,800
Sectorally Focused Course	6	SPRC	Zilla Panchayat ERs	445	2,670	20	22	33,37,500
	6	Regional PRCs	Panchayat Samiti ERs	4,423	26,538	20	221	1,80,45,840

Training Name	Training Days	Training Location	Target Group	Training Load	Participant Training Days	Batch Size	No. of Batches	Total Cost (Rs)
	6	Block Level	Gram Panchayat ERs	43,916	2,63,496	20	2,196	9,22,23,600
TOTs	60	SPRC	Resource Persons for Modified Training	777	46,620	20	39	4,66,20,000
Computer Literacy	25	Village Level	ERs	600 (cost of Instructor)				6,63,45,000
Total for year 1					6,09,756			33,03,76,620

Rs Thirty three crore, three lakh, seventy six thousand, six hundred and twenty only.

Table 27: Training Costs from Third Year

Training Name	Training Days	Training Location	Target Group	Training Load	Participant Training Days	Batch Size	No. of Batches	Total Cost (Rs)
Refresher Course (every year from 3rd year onwards)	4	SPRC	Zilla Panchayat ERs	445	1,780	20	22	22,25,000
	4	Regional PRC	Panchayat Samiti ERs	4,423	17,692	20	221	1,20,30,560
	4	Block Level	Gram Panchayat ERs	43,916	1,75,664	20	2,196	6,14,82,400
Total every year from Year 3 onwards					195,136			7,57,37,960
Rs Seven crore, fifty seven lakh, thirty seven thousand, nine hundred and sixty only.								
For remaining 3 years					585,408			22,72,13,880

Thus, the total training cost for 5 years for ERs is Rs 52, 55, 15,490 (Rs Fifty two crore, fifty five lakh, fifteen thousand, four hundred and ninety).

14.13 Alternate Training Technology

We understand that NCBF requires huge infrastructure as well as a large amount of resources for implementing its 14-day training programme. The major issue with training is resource crunch (physical, financial, and human) as well as time crunch (14-day training for a huge load of more than 2 lakh PRI-ERs and support functionaries within four months of elections). These together do not allow for very effective training. Therefore, in tandem with NCBF's objectives, we also suggest that apart from the 14-day traditional NCBF training, alternative training may be tried out on a pilot basis in a few blocks in the state.

14.13.1 Panchayat Laboratories

The objective of Panchayat laboratories is to achieve NCBF's objectives by utilizing lesser time and lesser resources while being equally, if not more effective.

Panchayat laboratories consist of creating situations/environments conducive to experimentation, exploration, and observation of the various processes that occur in PRIs between the people, between institutions, and between the institutions and the community. It will involve orienting grassroots level PRI

stakeholders to the various aspects of the functioning of Panchayats and their roles, responsibilities, and rights within that framework through simulation of various situations in Panchayats and communities.

This will require lesser resources in terms of physical infrastructure and so lesser financial resources. The Panchayat labs will largely work through simulation exercises. Simulation exercises model a common workplace scenario and allow for problem solving. Apart from this, they may also use role plays, brainstorming, and group activities. This process will be more effective in terms of sharing more information through intensive experiential learning. As mentioned before, adults learn through experience. Simulation exercises in these Panchayat labs will give ERs and PSFs firsthand experience of how to handle various scenarios. This will be their platform to make mistakes and learn from them so that when they actually take on their roles, they are prepared to handle various situations. An indicative list of various learnings through these simulations includes:

- Panchayat secretary's role in a Panchayat's functioning—his/her role in giving thorough information so that the ERs can take informed decisions.
- Understanding record keeping and other documentation procedures of Panchayats.
- The relationship between Sarpanch/Pramukh/Adhyaksha and the respective Panchayat's ERs.
- Understanding their roles, responsibilities, and rights relative to each other.
- How to deal with ERs of the other two tiers of Panchayati Raj.
- How to relate with PSFs.
- How to relate with government officials.
- Grassroots level planning process.
- Daily Panchayat functioning.
- Role of a Panchayat in the community.
- Community's role in a Panchayat's functioning.
- How to address grievances of the community.

14.13.2 Pros and Cons

Every method has its pros and cons and this initiative is no different (see Table 28)

Table 28: Panchayat Laboratory

Pros	Cons
<ul style="list-style-type: none"> • Lesser time • Least infrastructure requirement • Lesser financial resources required • Can lead to local resource development • More trainee centric • More experiential learning oriented • In the environment of the participant • Possibility of dealing with power and gender differentials in training situations 	<ul style="list-style-type: none"> • Requires large number of facilitators • More number of batches • Inadequate number of secretaries available for all batches • Facilitators may have to play the role of secretaries in simulation exercises

14.13.3 Implementation Plan

Panchayat laboratories will be a pilot initiative in an alternative radical means of training and should therefore be carefully planned. To begin with it will be implemented only in select blocks/districts decided by the state. Tentative steps for implementing the initiative include:

- Setting up a team to design, implement, and manage the initiative.
- Identifying pilot blocks/districts.
- Designing simulation modules for all three tiers of PRIs.
- Identifying facilitators.
- Training the facilitators.
- Identifying locations for all the three tiers.
- Creating batch mixes (according to gender and designations).
- Coordinating with government officials of various departments for visiting one Panchayat lab as part of the exercise.
- Informing participants about the location of the lab.
- Deputing facilitators.
- Implementing 1-week Panchayat lab.
- Panchayat lab reports.
- Compiling feedback from participants.
- Overall assessment/evaluation of pilot areas.
- Scaling up based on the findings of the assessment.

15. CONTRIBUTORY PARTNERSHIPS STRATEGY

15.1 Current Scenario

Very little has happened in PRIs in the state because it has not had any ERs. Only training of PSFs like Gram Sewaks has taken place at SIRD/CTI, Ranchi. Hence, there is no organized delivery structure and these institutions also lack adequate infrastructure to cater to the needs of the training and CD load in the state.

The state PRD is in the process of getting into partnerships with recognized and reputed organizations in the state for training ERs.

The state seems to have problems working with non-governmental organizations. Working with them is a sensitive and delicate issue for the state as there are a lot of cases of corruption and malpractices among CSOs; there are also reports of CSOs having connections with the Naxalite movement.

15.2 The Need

The CD strategies suggested in this Report go beyond training and require working more closely with various stakeholders at all levels of PRIs and their CB&T. Therefore, this requires a bridge which will be a supply delivery chain or soft infrastructure for the state for CB&T of ERs and PSFs. In other words, it will be a bridge between SPRC and the receivers, that is, ERs and PSFs.

The node that will deliver CD will be very strong and comprise of resources in terms of individuals as well as institutions. They will be able to carry out the various functions required under CD like training, mentoring, documentation, monitoring and evaluation, and so on at various levels.

15.3 Objective of the Strategy

The objective of the contributory partnerships strategy is:

- To enable efficient and timely delivery of CD in the state.
- To develop the capacity of capacity developers.

15.4 Components of the Strategy

The components of the strategy are:

15.4.1 Partnerships

The fulcrum of this strategy is partnerships with a variety of entities. The strategies recommended in this Report require working closely with the community and working at different levels—policy, grassroots, project, and programme—and varied skills and knowledge. This, therefore, calls for a versatile set of organizations/institutions in partnership with whom these strategies will be implemented.

Based on the type of exchange, partners can be funders, infrastructure givers, catalysts, idea givers, contact givers/connectors (helping in building networks), or initiators in the programme/project (see Table 29).

Table 29: Partnership Matrix for CB&T Delivery in Jharkhand

Partnership Type	Roles/Function	Possible Entities of Partnership
Delivery Partners	Delivering the services to end users	CSOs, mobile van teams, folk performance teams, government departments
Project Partners	Task based functions	Individuals (experts/students/academicians), research institutions
Support Partners	Providing support to a particular programme/project—think tanks, technical support, etc.	CSOs, academic institutions, individual experts, government departments
Functional Partners	Taken on for specific functions within a programme like M&E, training, and design	CSOs, academic institutions, individuals (experts/students)
Programme Partners	Partners for the entire programme	CSOs, academic institutions, government departments

The partnerships can be long or short term depending on the need. For example, short-term partnerships maybe with university students who may be taken on for internships for short-term research projects and they may be reimbursed travel costs during the course of the research. Fellowships can be given to national and international students for research projects in the area of Panchayati Raj.

Technical education boards, colleges, and universities can run short-term (1, 3 or 6 months) certificate courses in collaboration with the state PRD for training freshers, government officials, support functionaries, as well as resource persons themselves. These will be self-sufficient programmes.

15.4.2 Capacity Development of Partners

The partners so chosen will also undergo training and capacity development in order to be able to perform their roles and functions better. They will be given orientation training about Panchayati Raj and its institutions and their basic roles which are appropriate for the tasks for which they have been chosen.

The resource persons for the CD strategy will also undergo continuing education wherein they will regularly take up compulsory courses to update their knowledge and skills every year.

The programmes envisaged for resource persons are:

- Fellowship programmes: The state PRD/SPRC/SIRD can institute fellowships for those who want to conduct research studies in the field of PRI-CB&T and related subjects.
- Symposia/workshops: The state can send resource persons to training programmes/workshops within the state or in any other part of India or even outside the country.
- Masters programme: The state PRD/SPRC/SIRD can collaborate with a university and distance programme universities like IGNOU for designing and running a masters programme in Panchayati Raj and other related relevant subjects.
- Professional advancement courses: These will form the bulk of the programmes that will be taken up by capacity developers. These may be developed by SPRC either through internal resources or by hiring external experts. These are planned to be for a week to a month short-term courses on various subjects like:

- Training
- M&E
- Documentation and report writing
- Decentralization
- Rights and governance
- Communication
- Developmental issues
- IT and development
- Best practices in Panchayati Raj

These are the broad thematic areas under which the programmes can be designed on various sub-topics keeping in mind the audience for which they are meant. The audience may include:

- CSO members.
- DRPs and MRPs.
- State level resource persons.
- State PRD's agencies for training state level resource persons.
- Mentors.
- Folk performance teams.
- Mobile van teams.
- CRS teams.
- PEOs.

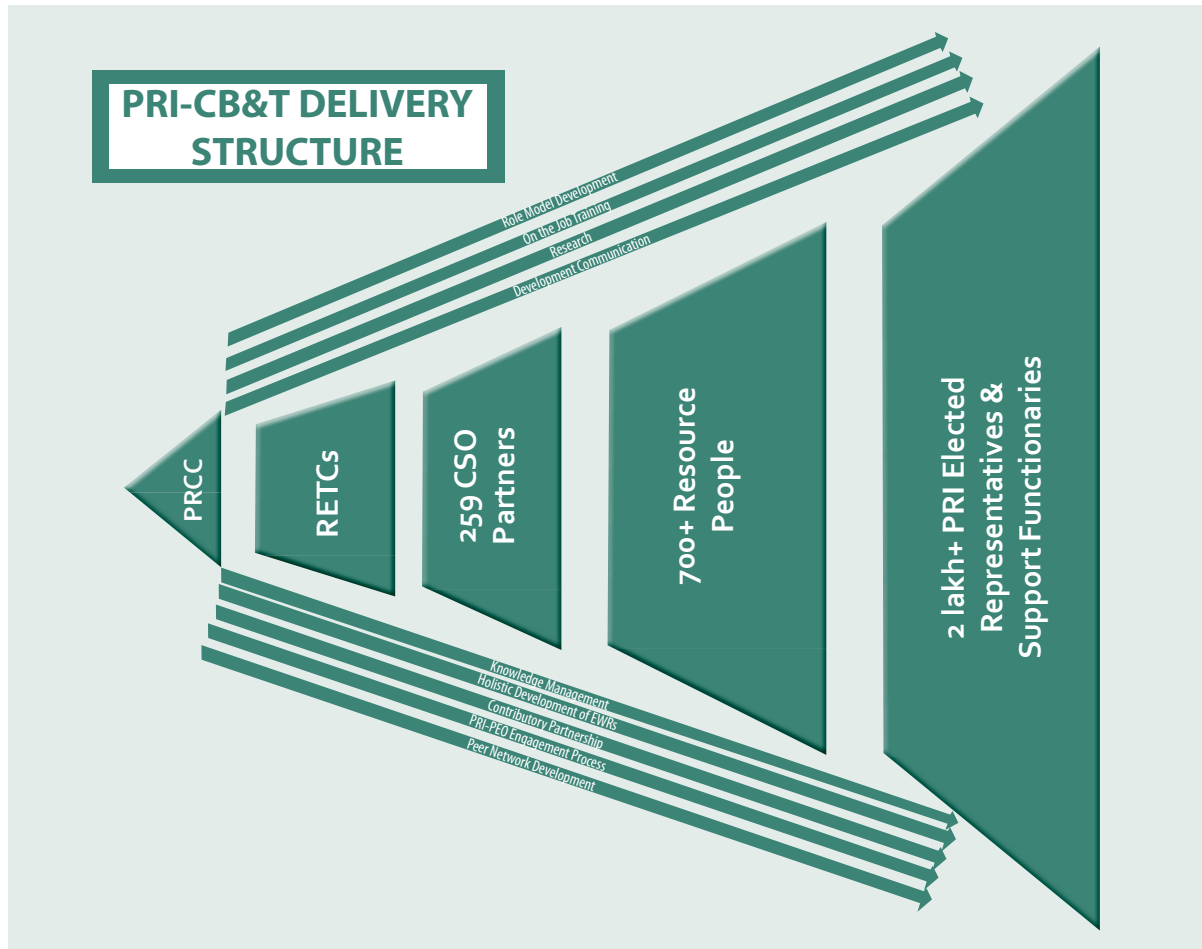
15.4.3 Contracting Mechanism

MoPR has brought out a reference guide for considering outsourcing for PRI-CB&T by states/UTs. Jharkhand may refer to this while getting into partnerships with CSOs. The experience of working with CSOs has not been good for both the government and the CSOs in the state. But qualitative experiences suggest that stringent selection procedures may prevent unpleasantness at a later stage for both the parties. The partners selected after the procedures are completed will enter into a written contract with SPRC and work accordingly. The contract will clearly spell out the roles and responsibilities of the parties involved and will be fair to all.

15.4.4 Monitoring and Evaluation Mechanism

The partners chosen at various levels for the strategies have to be monitored and evaluated at regular intervals to understand whether they are performing their roles and functions appropriately. They need to be evaluated in order to know what challenges they face as well as to know what impact they are having on the community. Figure 14 gives a model that depicts the capacity delivery structure envisaged for the state for all strategies.

Figure 14: Capacity Delivery Model



15.5 Operationalization

All the partners will be chosen by SPRC based on appropriate criteria. The selection criteria have been detailed out in each of the strategies in this Report. However, some of the general criteria to be kept in mind while choosing capacity delivery partners are:

- Should have 3–5 years of experience of working in the region.
- Should know the local community.
- Will be present for the entire programme.

Once the partners are selected, SPRC will give them training. The regional ETCs (regional PRCs) will coordinate with the chosen partners for details including payments and monitoring and evaluation. A partner coordinator for every district has been envisaged in every regional PRC to look into and oversee all matters with regard to the capacity delivery structure.

15.6 Strategy Budget

The estimated budget required for capacity development partners is detailed out along with the various strategies in this Report.

The planned costs for the continuing education component of this strategy include costs of training resource persons that the state PRD/SPRC will invest in. The human resource costs of the SPRC team have been incorporated in the institutional structure.

The cost assumptions are Rs 1,000 per day per participant. This will amount to Rs 7,000 per participant for a week (Table 30).

Table 30: Compulsory Course Training

No. of Resource Persons	Cost per person per day (Rs)	Cost per person for 1 week (Rs)	Total Cost (Rs)
777	1,000	7,000	54,39,000

If even half the resource persons (389) take up a second round of training in the same year, the costs will be Rs 27,23,000.

The total costs of continuing education, including the costs of sending resource persons on exposure trips elsewhere for workshops, symposiums, and best practices are given in Table 31.

Table 31: Total Continuing Education Costs

No.	Item	Costs (Rs)
1.	Compulsory courses	54,39,000
2.	Extra courses	27,23,000
3.	Exposure trips	1,64,71,000
4.	TOTAL	2,46,33,000

16. ON THE JOB TRAINING STRATEGY

16.1 Current Scenario

The little training that has been conducted in the state has been of the ‘in-immersion’ type. In this type of training, participants are trained in a specific and controlled environment. The focus of the training is on imparting knowledge. However, to effectively build the capacities of the participants there is a need to focus more on skill building which can be achieved through on the job training.

16.2 On the Job Training: Concept and Definition

On the job training takes place in a work situation. In this type of training facilitators/mentors intervene in work situations.

On the job training will supplement ‘in-immersion’ training and will help in building the functional skills of the participants to perform their duties effectively and will also develop their problem solving abilities.

16.2.1 Operational Definition of On the Job Training

It is the process of facilitation by mentors for PRI members in a work situation.

16.3 Objectives of On the Job Training

In on the job training the mentors will facilitate the target groups:

- To encourage debate.
- To empower people to claim their space.
- To bring out opinion leaders.
- To reduce power/gender differentials.
- To remove misconceptions.
- To enhance skill building.

16.4 Focus of Intervention

The on the job training interventions will start immediately after the results of the Panchayat elections are declared. Table 32 shows the schedule of meetings held at different levels of PRIs as per the state acts and rules related to PRIs.

Table 32: Schedule of Meetings Held at Different PRI Levels as per the State Acts and Rules Related to PRIs

Level	Gram Sabha	Gram Panchayat meeting	Panchayat Samiti meeting	Zilla Parishad meeting	Standing Committee meetings at all 3 levels
Time of meeting	6 times in a year	Once in every month	Once in every 2 months	Once in every 3 months	As and when it happens
Total planned meetings in a year per unit as per the rules	6	12	6	4	(7 standing committees at each level)
Proposed interventions by facilitators	First Gram Sabha meeting	First Gram Panchayat meeting	First Panchayat Samiti meeting	First Zilla Parishad meeting	First 2 meetings at all 3 levels
	Second Gram Sabha meeting	Second Gram Panchayat meeting	Second Panchayat Samiti Meeting	Second Zilla Parishad meeting	
Proposed number of yearly interventions	2	2	2	2	6

Mentors will attend the following meetings held at various levels:

Gram Panchayat Level

- First and second meeting of the Gram Sabha.
- First and second meeting of the Gram Panchayat (including the meeting in which Standing Committees are formed).
- First and second meeting of Standing Committees.

Panchayat Samiti Level

- First and second meeting of the Panchayat Samiti (including the meeting in which Standing Committees are formed).
- First and second meeting of Standing Committees.

Zilla Parishad Level

- First and second meeting of the Zilla Parishad (including the meeting in which Standing Committees are formed).
- First and second meeting of Standing Committees.

Standing Committee Meetings

At all the three levels seven Standing Committees are to be constituted according to the state Panchayati Raj Act. At the district and block levels, the following are mandated:

- General Administration Committee.
- Health and Education Committee.

- Cooperative Committee.
- Women, Children, and Social Welfare Committee.
- Communication and Works Committee.
- Industries and Agriculture Committee.
- Forests and Environment Committee.

At the village level, the following are to be formed:

- General Administration Committee.
- Development Committee.
- Women, Children, and Social Welfare Committee.
- Village Defense Committee.
- Health, Education, and Environment Committee.
- Government Estate Committee.
- Infrastructure Committee.

Out of the seven SC meetings, the first two meetings of any of the seven committees will be facilitated by mentors as per their convenience and availability of time.

16.5 Roles of a Mentor

- Facilitation of the meeting.
- Observation as per the learning points prescribed in the menu.
- Interventions as per the need.
- Giving ideas and thoughts for solutions.
- Providing suggestions and information.
- Asking questions and providing examples.
- Encouraging experience sharing among team members.
- Reframing and clarifying questions within the group.
- Conflict management as per need.
- Recording and documentation.

16.6 Criteria for Selecting Mentors

Mentors should be selected from different disciplines and backgrounds, including retired government officials, professionals from industries, ex-ERs, members of NGOs/CBOs, and academicians. This will build a knowledge pool which will be able to intervene at different PRI levels.

Mentors involved in on the job training should have very keen observation and facilitation skills as the interventions are not pre-designed like classroom training. So mentors will have to decide the methodology on the spot as per the situation and the group mix.

16.6.1 Educational Qualifications

Mentor should have a masters degree preferably in social sciences/humanities/psychology/behavioural sciences/rural development from a reputed institute/university.

16.6.2 Experience

He/she should have at least five years experience of working in the developmental sector in rural areas preferably with PRIs.

16.6.3 Knowledge

Overview of the 3-tier system of PRIs and their functions.

16.6.4 Skills

Facilitation skills: Facilitation will be the most important skill for mentors as their primary role will be as facilitators. Facilitators assist a group in accomplishing its objective by diagnosing how well the group is functioning as a problem-solving or decision-making entity and intervening to alter the group's operating behaviour.

Facilitators are not always subject experts. They attempt to draw on the existing knowledge of the participants and then facilitate access to training where gaps in knowledge are identified. They establish existing knowledge, build on it, and keep it relevant. Such persons will take on leading roles and take a group through an agenda designed to transmit a body of knowledge or a set of skills.

Group work: A mentor should be able to watch the group and its individuals in light of group dynamics. He/she should be able to observe patterns of communication and coordination, patterns of influence and dominance, roles and relationships, and the level of group effectiveness during the process.

Conflict management: A mentor should demonstrate and observe different modes of managing conflicts such as collaborating, negotiating, and compromising to deal with conflicts arising within the group.

Communication skills: A mentor should have strong interpersonal communication and listening skills to draw the conversations in the direction of a prescribed agenda, to balance participation, and to draw out key observations from the process.

Recording skills: A mentor has to be very precise and accurate while recording the observations of the participants which will give an idea of their skill levels to deal with work situations. Effective recording followed by evaluation and documentation will give a picture of the effectiveness of the training and the avenues to work upon while planning further training.

16.7 Coverage of On the Job Training

- Considering the requirement of minimum one mentor per block and assuming the availability of qualified personnel there will be 256 mentors across the state.
- If each mentor covers 40 meetings per year, he/she will make 10,240 interventions at all the three levels within the state.
- This will cover all the 24 districts, 256 blocks, and around 26 per cent of the Gram Panchayats in a year.

16.8 Cost Estimates

Table 33 gives the yearly costs for on the job training as per the above mentioned allocations of mentors per block while Tables 34 to 38 provide the types of meetings to be taken up.

Table 33: Cost Estimates for On the Job Training

No.	Item	Cost per unit (Rs)	TA (Rs)	Total cost per intervention (Rs)	Total unit per year	Total cost per year (Rs)
1.	Remuneration per intervention including TA	1,000	300	1,300	10,240	1,33,12,000
2.	Training cost for mentors					1,740,800

16.9 Menus of Learning Points

Table 34: Menu 1—Types of Meetings at all Three Levels of Panchayati Raj and the Points of Discussion in Each Meeting

Types of meeting	Points of discussion
Gram Sabha	<ul style="list-style-type: none"> Preparing, approval, and inspection of plans for all round development of Panchayats Preparing a plan and a budget for next year in the February meeting Assessing the progress of work undertaken in the June meeting
Gram Panchayat	<ul style="list-style-type: none"> Information and discussions on the letters sent and received by the Gram Panchayat Appraisal of development work of the Panchayat and discussions on the decisions taken at the Gram Sabha Discussions on reports of various Standing Committees Discussions on Panchayat income, expenditure, and tax
Panchayat Samiti	<ul style="list-style-type: none"> Appraisal of the progress of work relating to primary education, health, and social institutions like schools, PHCs, and thematic committees formed under schemes such as NRHM and SSA in the Panchayat Samiti area Auditing of income-expenditure of last year and preparing plans and budgets for the next year Discussions on various steps taken
Zilla Parishad	<ul style="list-style-type: none"> Preparing and approving developmental plans and budgets Orders for working of these plans and an appraisal of their progress Discussions on Panchayat Samiti development work in the district

Table 35: Menu 2—Learning Points: Gram Sabha

No.	Person to be present in the meeting	Specific learning points (to be facilitated by the Panchayat secretary)	Common learning points (to be facilitated by both the Panchayat secretary and mentor)	Soft skills (to be facilitated by the mentor)
1.	Sarpanch of Gram Panchayat and Up- Sarpanch	<ul style="list-style-type: none"> Preparing the agenda Conducting the meeting Conflict resolution 	<ul style="list-style-type: none"> To suggest and approve developmental projects to be implemented by the Gram Panchayat To select the beneficiaries of poverty alleviation programmes To approve the budget of the Gram Panchayat To collect necessary information from the Gram Panchayat for creating awareness among the public 	<ul style="list-style-type: none"> Communication skills Interpersonal skills Conflict management skills Team building skills Leadership skills
2.	Panchayat Secretary	<ul style="list-style-type: none"> Recording the proceedings 		
3.	Block Development Officer	<ul style="list-style-type: none"> Conducting the Gram Sabha as per permissions and instructions issued by the government 		
4.	All the citizens residing in that Gram Panchayat	<ul style="list-style-type: none"> Procedure of the Gram Sabha 		

Table 36: Menu 3—Learning Points: Gram Panchayat

No.	Person to be present in the meeting	Specific learning points (to be facilitated by the Panchayat secretary)	Common learning points (to be facilitated by both the Panchayat secretary and mentor)	Soft skills (to be facilitated by the mentor)
1.	Sarpanch and Up-Sarpanch	Preparing the agenda Conduction of meeting Conflict resolution	<ul style="list-style-type: none"> To evaluate the progress of work executed by the Gram Panchayat To evaluate the previous income and expenditure of the Gram Panchayat along with budget provisions 	<ul style="list-style-type: none"> Communication skills Interpersonal skills Conflict management skills Team building skills Leadership skills
2.	Panchayat Secretary	Recording the proceedings		
3.	All ward members	Procedure of the Gram Panchayat	<ul style="list-style-type: none"> To constitute the Standing Committees prescribed by the rules and discuss their proceedings To discuss any subject of importance out of the agenda desired by a majority 	

Table 37: Menu 4—Learning Points: Panchayat Samiti

No.	Person to be present in the meeting	Specific learning points (to be facilitated by the Panchayat secretary)	Common learning points (to be facilitated by both the Panchayat secretary and mentor)	Soft skills (to be facilitated by mentor)
1.	Chairperson and Deputy Chairperson of Panchayat Samiti	Preparing the agenda Conducting the meeting Conflict resolution	<ul style="list-style-type: none"> To discuss and resolve the objections received from members with respect to the previous meeting To plan development programmes in the block related to community development 	<ul style="list-style-type: none"> Communication skills Interpersonal skills Conflict management skills Team building skills Leadership skills
2.	Block development officer or his/her representative	Recording the proceedings Preparing the agenda	<ul style="list-style-type: none"> To discuss and evaluate the progress of the development work and receipt and expenditure of Panchayat Samiti 	
3.	Chief executive officer or his/her representative	Recording the proceedings Preparing the agenda		
4.	All Sarpanchs of the block	Procedure of the Gram Panchayat	<ul style="list-style-type: none"> To constitute Standing Committees prescribed by the rules and discuss their proceedings 	
5.	MLA and MP of that area	The Procedure of Gram Panchayat	<ul style="list-style-type: none"> To inspect the work executed by the Gram Panchayat under jurisdiction 	

Table 38: Menu 5—Learning Points: Zilla Parishad

No.	Person to be present in the meeting	Specific learning points (to be facilitated by the Panchayat Secretary)	Common learning points (to be facilitated by both the Panchayat Secretary and mentor)	Soft skills (to be facilitated by the mentor)
1.	Zilla Parishad President	Preparing the agenda Conducting the meeting Conflict resolution	<ul style="list-style-type: none"> To prepare plans, undertake schemes or adopt measures for development of the district 	<ul style="list-style-type: none"> Communication skills Interpersonal skills Conflict management skills Team building skills Leadership skills
2.	Chief Executive Officer or his/her representative	Recording the proceedings	<ul style="list-style-type: none"> To discuss and approve grants to Panchayat Samitis or Gram Panchayats within the district 	
3.	Zilla Parishad members representing their Zilla Parishad constituency	Procedure of the Zilla Parishad	<ul style="list-style-type: none"> To constitute Standing Committees prescribed by the rules and discuss their proceedings 	
4.	Panchayat Samiti Chairpersons	Procedure of the Zilla Parishad	<ul style="list-style-type: none"> To coordinate and integrate development plans and schemes prepared by a Samiti in the district 	
5.	MLA and MP of that area	Procedure of the Zilla Parishad		

17. DEVELOPMENT COMMUNICATION STRATEGY

17.1 Introduction—Development Communication

Development communication (DC) is communicating to empower constituencies. The power of the media, the fourth pillar of democracy, to influence people is well accepted for achieving this.

One of the targets of the Millennium Development Goals is ‘Develop a global partnership for development’ states ‘in cooperation with the private sector, make available the benefits of new technologies, especially information and communications’ (Goal 8). The target aims to decrease the digital divide and increase people’s access to information and communication technology through public-private partnerships.

17.2 Current DC Strategy

Jharkhand has a large tribal population, the percentage of which is much higher than the national figure of 8.2 per cent composition of Scheduled Tribes (STs). Literacy rates among the ST population are 37.4 per cent which are much lower than the state average of 63.1 per cent. The difference in literacy rates is also seen between rural (60.44 per cent) and urban (80.95 per cent) areas as well as among males (75.3 per cent) and females (50.5 per cent). Parts of tribal areas are difficult to reach, as they have limited media reach and coverage; some of these areas are ‘media dark’. The 12 Primitive Tribal Groups in Jharkhand comprise the bottom of the pyramid based on all development indices.

However, given this situation, SIRD/state PRD does not have a clear DC strategy, plan, or budget at present. All the GoI flagship programmes like SSA, NRHM, MGNREGA, TSC, and IAY provide budgets for soft interventions including CB&T, IEC/BCC, advocacy, and community mobilization. However, these efforts are planned and implemented separately by various line departments without any convergence (except MGNREGS which flows through PRIs). Hence the sum total of all IEC/BCC efforts in the state is scanty, sporadic, and non-targeted.

17.3 Objectives of the Proposed DC Strategy

The objectives of the DC strategy are reducing the information and knowledge divide among ERs and rural citizens, reducing poverty and strengthening the enabling environment by inter alia strengthening the foundations of PRIs, including Gram Sabhas and Panchayats.

17.4 Specifications of the DC Strategy

Broad specifications for the DC strategy include:

- Targeted at ERs and rural citizens with differing coverage among PTG, PESA and non- scheduled areas (highest coverage to PTG, then PESA, and last non-scheduled areas).
- A media mix suitable for Jharkhand including community radio, mobile vans, folk performances, indoor and outdoor IEC material, and mass media including radio and television with a differing mix for PTG/PESA and non-scheduled areas (Table 39).

Table 39: Specifications of the DC Strategy for Jharkhand

	PTG Areas	Pesa Areas	Non-Scheduled Areas
Mass Media	Private Radio Channels	Private Radio Channels	Private Radio Channels
		Television	Television
		Newspapers	Newspapers
Mid-Media	Community Radio Stations	Community Radio Stations	Community Radio Station
		Mobile Messaging	Mobile Messaging
Narrow Media	Mobile Vans	Mobile Vans	Mobile Vans
	Folk Performances	Folk Performances	Folk Performances
	IEC—Wall Paintings, Flip Charts, Posters	IEC—Wall Paintings, Flip Charts, Posters	IEC—Wall Paintings, Flip Charts, Posters

- Culturally sensitive and contextually relevant content delivered through modern ICT and traditional media existing in the state.
- IEC/BCC waves planned to synergize with the training cycle for ERs.
- Piloting and scaling up as per guesstimates about the availability of resources in the state.
- Route of implementation through public-private partnerships and outsourcing.

The approximate overall costs of the development communication strategy are given in Table 40.

Table 40: Overall Costs for Development Communication

No.	Component	Capital Costs (Rs)	Recurring Costs (Rs) pa
1	Community radio station (per CRS)	6.5 lakh*	11 lakh
2	Mobile van (per mobile van)	NA	18 lakh
3	Folk performance teams	NA	According to state planned coverage but Rs 1,000 per performance per team
4	Indoor-outdoor media plan	NA	60 lakh
5	Mass media plan	NA	22 lakh
6.	Panchayati Raj newsletter	NA	11 lakh
7.	Panchayati Raj helpline	1 crore	36 lakh
	Total	1.6 crore	158 lakh

Note: * This cost can be recovered through a proposed revenue and scaling up plan as the CRS becomes economically viable.

17.5 Strategy 1: Community Radio Station

17.5.1 Brief History of Community Radio Stations in India

India's first community radio station (CRS) became operational on 1 February 2004, at Anna University, Chennai after obtaining a license from the Ministry of Information and Broadcasting. The government came up with the Community Radio Policy in November 2006. However, there were a lot of apprehensions and constraints regarding the ability and willingness of an educational institution for upliftment of society, technical issues of spectrum management, and self-regulation when observing a code of conduct for programme content. Some of the major landmarks in the history of Community Radio Station are:

- January 2003: Campus Radio Guidelines.

- May 2004: MIB workshop to Design Enabling Framework for CR in India.
- October 2005: Proposed inclusive CR policy with GoM.
- September 2006: GOM clears CR policy.
- 16 November 2006: Cabinet approves policy.

Today there are 103 operational community radio stations in the country, with one CRS in Jharkhand run by Alternative for India Development (Source:http://mib.nic.in/writereaddata/html_en_files/crs/listofoperationalcrstations.pdf). Some of the other stations in the country are:

- Anna CRS run by Anna University, Chennai.
- Sangam run by Deccan Development Society in Andhra Pradesh.
- Radio Active.
- Kumaon Vani, Uttarakhand.
- Namma Dhvani, Budikote, Karnataka.
- Radio Namaskar, Konark, Odisha.
- Kalanjiam Samuga Vanoli, Nagapattinam, Tamil Nadu.

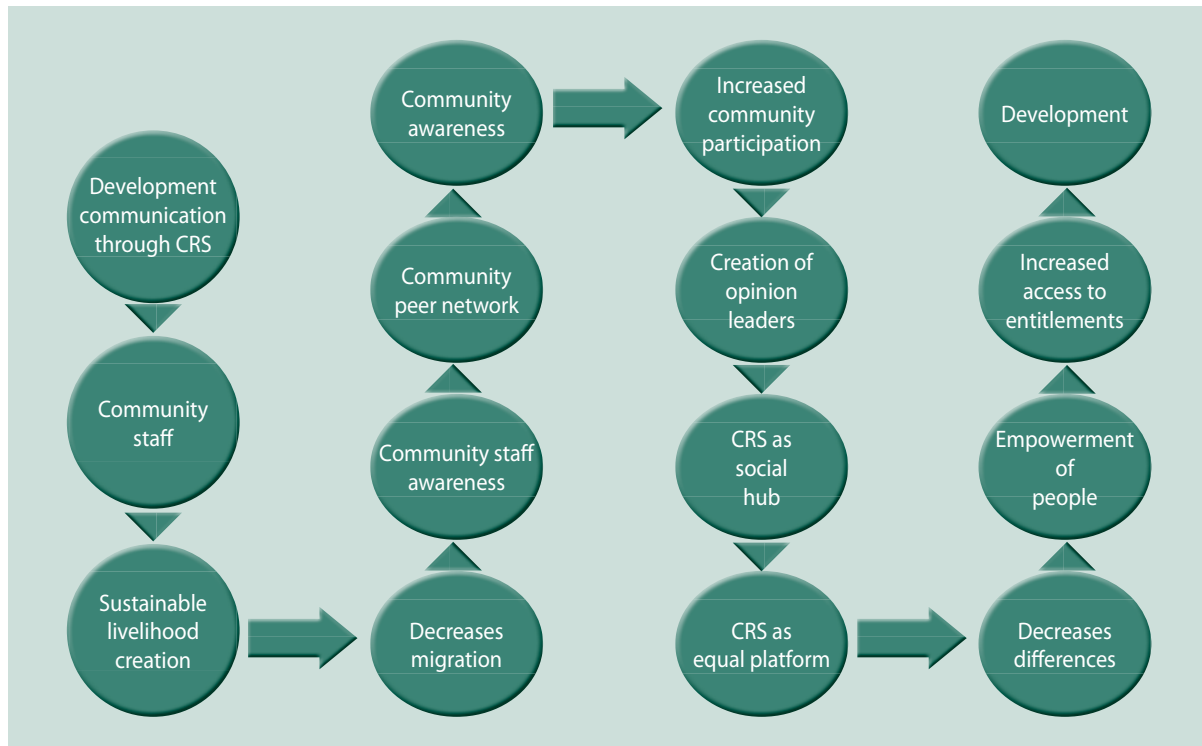
17.5.2 National Community Radio Station Policy Guidelines

The Ministry of Information and Broadcasting (MoIB) came out with policy guidelines for setting up community radio stations in India in 2002 which specify the way in which a license can be obtained, and who is eligible to obtain a license. It also explains in detail what kind of programmes and content may be broadcast through the community radio and what type of content is disallowed in order to maintain peace and harmony. Some of the highlights of these policy guidelines are given in Annexure 4.

17.5.3 Need for Community Radio Stations in Jharkhand

CRS is a mid-media, cost effective strategy with high coverage and high reach per cost ratio. Additionally the strategy is livelihood centric and aids in community mobilization due to involvement and ownership of rural/tribal communities in developing and broadcasting programmes. It is an appropriate strategy for PTG/PESA areas, which are difficult to reach through mass media. The high multiplier impact of CRS is highlighted in Figure 15.

Figure 15: Multiplier Impact of CRS



17.5.4 Spectrum of Community Radio Programmes

The community radio programme menu is visualized to be wide, covering:

- Marketing of SHGs and their products.
- Tie-ups with fairs for making announcements so that SHGs and other producers know where to sell their products.
- Announcing rates of different products in different markets so that SHGs and producers know the rates and are not cheated when selling their products.
- School visits and getting children acquainted with the radio station and its philosophy.
- Each class in the school can visit the radio station on rotation and prepare a programme to be broadcast.
- Opinion leaders', including ERs', talks on developmental issues.
- World news/state news with local contexts and in the local language. The station will provide a window between the world and rural/tribal communities.
- Government departments' announcements of programmes, schemes, events, PDS days, and training.
- Significant local news with development content.
- Community announcements.
- Corporate announcements.
- Expert talks/discussions.

- FAQs about relevant themes.
- Commercial advertisements (5 minutes per hour of broadcasting according to policy guidelines).

17.5.5 Community Radio Plan Components

17.5.5.1 Identifying Locations for CRS

The number and location of CRS have to be identified in order to achieve coverage of the PTG and PESA areas on a priority pilot basis and then scaled up to the remaining locations in the state. Precise locations of the CRS will depend on several factors including:

- Should be connected by road.
- Should have access to electricity.
- Should be in the vicinity of a town.
- Available land (if locating CRS in any planned/existing PRI building is not possible).

17.5.5.2 Technology Selection

The national policy guidelines define appropriate technology as:

- A 50W transmitter along with a 30m pole with a coverage radius of approximately 10km.
- Apart from this, the other technology/equipments required have been enlisted along with their estimated costs for a station in Annexure 5.

17.5.5.3 Estimating Physical Infrastructure and Costs

The cost of setting up and running a community radio station will include the costs of physical infrastructure, the requisite equipment, and recurring costs. Infrastructure costs for setting up a CRS have been detailed out in Annexure 6.

17.5.5.4 Estimating Human Resources and Costs

CRS will eventually be run and organized by people of the community but to begin with, the manpower required is:

- Overall in-charge of the CRS who will supervise and coordinate with RETC as well.
- Broadcaster (1) who will receive training from SPRC.
- Programme staff (2) who will go out into the community to raise awareness and record community programmes if needed.
- Accountant (1).

Community volunteers are estimated at 40 per month based on the programme mix and scaling up levels. The sustainable livelihood component has been integrated into the strategy through this means as community persons who participate in the programmes will be paid on a per day basis. Each radio station can provide livelihood for 480 people p.a. if people are not repeated. For 20 radio stations 9,600 people can

get some source of income. The detailed HR costs for CRS are provided in Annexure 7. The other recurring costs of running a CRS are provided in Annexure 8.

17.5.5.5 Developing Programme Content Mix

The community radio station will identify programmes and broadcasts that are relevant to the context and needs of the community that they cover. An appropriate mix of the programmes will be created so that it gives holistic exposure to the community.

17.5.5.5.1 Government Use

- *Department Announcements – schemes etc.*

The government line departments can utilize this medium to disseminate information regarding schemes and programmes that are being run for the benefit of the people giving adequate information on how they can avail of the benefits.

- *Training Programmes and Future Programmes*

SPRC can spread the word among ERs and PSFs about the training programmes that are running and any future training programmes being organized in advance to the communities.

- *Election Results*

The results of elections to all the Panchayats and wards that come under the coverage of the radio station can be announced so that everyone knows who has won. Also, hearing the name of their village on the radio will be an empowering experience for the people.

- *Disaster Warnings*

This medium can be used to make announcements about impending disasters in advance. This can act as an alarm mechanism and evacuations can save lives in times of cyclones or floods.

17.5.5.5.2 Development Programmes

- *Proactive Disclosures*

These programmes involve getting Sarpanchs and heads of Panchayats to talk about the work that is being done in their Panchayats and what is being planned. This proactive disclosure should be done in such a way that all Panchayats get covered and also all ERs get a chance to talk about what their opinions on the development initiatives in the villages are.

- *Panel Discussions/Expert Talks*

Scholars can be called to talk and discuss issues that are of relevance to the community so that the people get different perspectives. ERs and government officials will also be exposed to other views that can add value to their decision-making.

- *Awareness Generation Programmes*

The radio can be effectively used for behaviour change communication by raising awareness about various habits and patterns. People can be made aware of various provisions under PESA and also about other development schemes. ASHAs and AWWs can be called upon to speak about RCH, adolescent

problems, and health and sanitation habits. Teachers can be called to talk about education schemes for girl children, for the physically challenged, and for other such special groups under SSA.

17.5.5.5.3 Community Programmes

- *Cultural Programmes*

The other advantage of having a community radio station is that it broadcasts programmes of the community, by the community, and for the community so local cultural programmes can be added to the mix which not only serve as entertainment but also as a means of preserving the local culture; this is a concern today when we discuss mainstreaming of tribal populations. Thus multiple purposes can be served—community participation, preservation of culture, and entertainment.

- *Local Business Announcements*

There are many local small time businesses which can use the radio as a platform for marketing their products and doing better in their businesses. Farmers can announce their crop yields so that local buyers can be aware of them. Thus a radio can be used to boost the local economy.

- *Tie-up with Schools*

The radio can and should tie-up with schools in the area so that children become familiar with the radio station. The aim is to increase their affinity towards such means of communication. The radio should become a place where people are comfortable in communicating their opinions. It should become a part of their culture and break the culture of silence. Children can use it to showcase their talent. It can act as another incentive for parents to send their children to school so that they can hear them on the radio.

- *SHG Tie-ups*

Local self-help groups can use this platform to promote their products. It can also be used as a mechanism to bring in transparency at the SHG level by announcing monthly inflows and outflows of money. It can make SHGs more accountable. They can also use it as a means of pressurizing defaulters, if need be.

17.5.5.6 Setting Programme Mix and Scaling up Plan

At the end of the first year, CRS should be recording steadily for 4 hours per day. The kind of programmes that they will broadcast include:

- Jingles.
- Panel discussions.
- Audio dramas.
- Folk songs.
- Local stories.
- Announcements of government initiatives, schemes, programmes, legislations (IEC/BCC).
- Procedures on how to avail of benefits.

- Government announcements on election results, impending disasters, and relief measures.
- Government officials' speeches and announcements.
- Social announcements of local events like birthdays or festivals.
- Corporate sponsored public interest advertisements.
- Advertisements for local businesses (at subsidized rates).

Eventually the radio station will scale up and increase its broadcasting hours. For this the radio station will have to make an inventory of songs, dramas, and other programmes to broadcast right at the beginning. The scaling up plan is given in Annexure 9 along with the revenue model.

17.5.6 Revenue Models and Cash Flows

The plan proposes to make the community radio station not just socially viable but also economically viable so that it does not run on government subsidy. The following are the planned sources of revenue:

17.5.6.1 Government Announcements

Announcements by government departments will be allowed by the radio station at subsidized rates.

17.5.6.2 Corporate Sponsorships

Jharkhand has a lot of mega projects. Investors of these projects can invest in the radio station by sponsoring certain public interest programmes. If they want to hire people from the local community, that also can be announced. But for corporate announcements, the charges will not be subsidized.

17.5.6.3 Radio Distribution Subsidy

The plan proposes that the subsidy got from distribution of radios in the community will be ploughed back into the activities of the radio station. Ultimately this will also act as a source of revenue. However, it will not be a constant source. In 2–3 years all the households should be covered.

17.5.6.4 PRD Subsidy

In the initial years, PRD will give the community radio station a certain amount of subsidy each year to run; this will continue till the set up becomes economically viable.

The detailed revenue model is explained in Annexure 8. Table 41 gives the estimated revenue that can be generated by a radio station based on scaling up and mix of programmes.

Table 41: Estimated Revenue Generation for the Community Radio Station

	1st year	2nd year	3rd year
Revenue Generated (Rs)	16, 49, 800	32, 01, 050	56, 28, 300

17.5.7 Estimating Radio Distribution Costs

The point of this initiative is that everyone should be able to hear the programmes that are broadcast and participate in them as well. However, most of the households do not have radio sets. Therefore, the plan proposes distributing radio sets to a certain percentage of the households in the proposed coverage area.

Radios can also be strategically placed in Gram Sabha offices and households of ERs of all Panchayats, if they do not already have one.

Anything given free of cost loses value. Therefore, radios will be distributed at highly subsidized rates of Rs 250 per set so that the households feel ownership over them.

CRS will be the nodal agency for distribution of these sets. These sets will be branded and painted to ensure that they are not sold in the open market. Each household will at the most have to bear the cost of the batteries for running the set.

17.5.8 Methodology of Implementation

The implementation methodology will tentatively be:

- Fine tuning the strategy plan and budget.
- Finalizing the PPP plan.
- Advertising for CSOs to enter into partnership for implementing the programme.
- Selecting private partners.
- Allocating land.
- Constructing a building (if convergence is not possible).
- Signing contracts with CSOs after weighing the options.
- Licensing for CRS in the name of CSO (this process can be speeded up by the government by talking to the central ministry as they are going to set up many CRS stations at one time).
- Start functioning.
- Distributing radios to households, which will be completed in a maximum of two years.
- Scaling up period for CRS when broadcasting hours will slowly increase.
- CRS become economically viable.
- Subsidy from PRD ends.

17.6 Strategy 2: Mobile Van Plan

17.6.1 Need for Mobile Vans

Mobile vans are a mid-media pinpointed strategy for difficult-to-reach areas. It provides reasonable coverage for the cost incurred and has provenance in India.

17.6.2 Coverage Area

This strategy will be carried out in coordination with identified CSOs in every district. The assumptions on which the mobile van plan is based are:

- Vehicles of appropriate specifications will be taken on rent by CSOs and SPRC will reimburse them at the end of the month.

- There will be nine vans to cover 16 districts, that is, except one mobile van, all will cover two districts.
- The CSOs identified in each block will take over the facilitation and coordination of the mobile van once it enters the CSO area.
- A facilitator from the CSO will accompany the mobile van when it travels in the respective block.
- Some CSOs will be identified to create an inventory of mobile vans.
- The mobile vans will cover at least two Gram Panchayats in a day.
- They will take the signature of the Sarpanch of every Gram Panchayat that they visit to show that they have visited the GP in the specific block and district.
- They will visit each village every quarter, that is, every three months.
- They will work continuously for an average of 22 days at a stretch in a month; the remaining days will be utilized for other purposes like documentation, repair, and reporting.
- In one month, one mobile van will cover 44 GPs (two GPs per day and the van will work for 22 days in a month).

17.6.3 Activities of the Van

The planned programmes that the mobile van teams will conduct in order to generate awareness are:

- Screening documentaries.
- Edutainment videos.
- Street plays.
- Songs.
- Question and answer sessions.
- Distributing IEC material.

17.6.4 Physical Infrastructure Requirements

The mobile vans will have the following human and physical infrastructure with them to cater to the information needs of the community:

- Van (SUV to allow travel in all kinds of terrain and weather).
- Musical instruments.
- Technical equipment:
 - Laptop
 - Projector
 - Projector screen
 - Speakers
 - Microphone
 - Video camera

- Electricals:
 - Battery
 - Chargers
 - Extra wires
 - Extension cords
 - Plugs

Apart from this, the mobile van will also carry an inventory of material that it plans to screen; this can be movies, songs, and also IEC material like posters and flip charts. A market research will give an idea of the costs of a mobile van. The approximate costs will be around Rs 13 lakh per annum.

17.6.5 Human Resource Requirement

The human resources required for the mobile vans are:

- a. Drivers (1)
- b. Facilitator(1)
- c. Out reach workers (2)

The details of the estimated costs of human resources and recurring costs are provided in Annexure 10 and 11 respectively.

17.6.6 Plan Components

The plan components comprise of:

- Identifying which areas to cover under the 50 per cent coverage plan.
- Identifying CSOs to partner with for the implementation of mobile vans.
- Planning a schedule for the mobile vans to gain the most coverage in the pilot project area.
- Estimating infrastructure costs for implementing the programme.
- Estimating the human resources required to accompany the mobile vans.
- Estimating the total costs of human resources for manning the mobile vans.

17.7 Strategy 3: Folk Performances

17.7.1 Objective of Folk Performances

Jharkhand has a rich culture of folk performances be it songs, dance, or drama. Folk performances will therefore be an effective means of getting across information and generating awareness through a medium that is local and one that the community can relate to. Some of the forms that can be utilized under this strategy after making some changes to suit the requirements of DC objectives are:

17.7.2 Cultural Traditions In Jharkhand

17.7.2.1 Dance

Jharkhand's rich dance culture allows another medium through which messages can be spread in an entertaining as well as educating way. Some of the dances that are practiced in Jharkhand are: *Kathi Nacha* (stick dance), *Medha Nacha* (mask dance), *Naga Nacha* (snake dance), *Sakhi Nacha* or *Kandhei* (puppet dance), and *Ghumra Nacha*, *Mahari Nacha*, *Jatra Nacha* (folk theatre).

17.7.2.2 Songs

Songs and folk music are lively, enjoyable, and a part of community life. They are easy to relate to. Jharkhand has both vocal and instrumental folk music. The state has songs for most occasions like work songs, game songs, swing songs, spinning songs, teasing songs, and songs for fasts and festivals.

17.7.2.3 Drama

The following folk plays deserve mention: *Jatra*, *Pala*, *Patua*, *Daskathia*, *Mugal Tamasa*, *Karma*, *Dandanata*, and *Chaitighoda Nata*.

17.7.3 Plan Components

This folk performance strategy will involve the following:

- Identifying and partnering with CSOs who work closely with communities in the districts decided on.
- Estimating the number of performances required to cover the villages in the pilot areas.
- Estimating the total human resources required for conducting the performances and the subsequent costs.
- Estimating the total costs of carrying out the plan.
- Chalking out an annual plan for the performances and their coverage area-wise.
- CSOs will identify performance teams in collaboration with SPRC.
- Orienting the teams identified towards PRI-CB&T.
- Training the identified persons for the purpose of this plan with regard to the theme that has to be enacted in the performances.
- Preparing scripts by the troupes and CSOs in coordination with SPRC.
- Monitoring the performances and scripts.
- Evaluating the impact of the performances in an action research format to keep evolving and improving.

17.8 Strategy 4: Indoor-Outdoor Media Plan

17.8.1 Coverage Area

The indoor-outdoor media plan's coverage area will be in the same pilot districts. This plan is meant to increase the information that is disseminated to the community through various means and methods.

17.8.2 Wall Paintings

Wall paintings are a simple, low cost way of spreading information through traditional local forms. These can be contextualized as per the area as tribals have their own painting forms. Wall paintings will act as a constant reinforcement within the community. Being done by members of the community, a sense of ownership will also develop in this form.

The task of organizing wall paintings on particular themes can be delegated to CSOs who can decide their own means of carrying out the strategy, be it identifying artisans for getting them done or making it a community event where everyone participates after a discussion facilitated by the CSO resource person. SPRC will reimburse the costs of the material required for the wall paintings each year (Annexure 12 shows the approximate costs of material and human resource for the wall painting campaign in each year).

17.8.3 Plan Components

The components of this strategy are:

- Partnering with CSOs who work closely with the community.
- Planning the wall painting campaign schedule for each year.
- Deciding themes and designs for wall paintings.
- Identifying locations where the paintings can be done.
- Taking permissions from Panchayats to carry out the activity.
- Estimating the cost of material for the wall painting campaign.
- Estimating the number of artisans required to carry out the activity.
- Estimating the costs of hiring artisans.
- Identifying appropriate local artisans in every area to carry out wall painting activities.

17.8.4 Flip Chart Display

Flip chart displays will talk about various topics relevant to each area. So they will be contextualized in terms of content as well as language as this medium is important in PTG and other PESA areas. For example, in PESA areas, the flip charts can depict provisions of the PESA legislation and the powers of the Gram Sabha under the Act in a simple pictorial language.

This plan comprises of:

- Designing flip charts appropriate to each area together with partner CSOs.
- Estimating the printing and human resource costs of making flip charts.
- Identifying partners to print the flip chart displays.
- Printing and distributing flip charts through mobile vans as well as post offices.
- Researching the impact of flip chart displays.

17.8.5 Posters

Posters are self-explanatory pictorial IEC material with minimal written content to explain various themes with respect to Panchayati Raj that will be put up in all Panchayat offices and at common meeting points

in the community like the community hall and water tank. They can serve as a trigger for discussions in the community.

The components of this plan are:

- Designing posters appropriate in terms of language and content in different areas of the state through partner CSOs and other identified NGOs.
- Estimating the costs of printing and distributing the posters.
- Getting the posters printed through identified partners.
- Distributing the material through mobile vans as well as post offices.

Both the posters as well as flip chart displays can be distributed through CSOs during training sessions for ERs. Another way is through post offices. The postal network is one of the largest networks available that is currently underutilized as people have started using other media to communicate over long distances. This large infrastructure along with its manpower can be used effectively to reach out to communities in most locations across the state. The state can and should exploit this underutilized infrastructure.

The cost of producing the various IEC materials has been estimated and is given in Annexure 12.

17.9 Strategy 5: Mass Media Plan

Mass media like radio and television are proposed to be used in areas where electricity and infrastructure are available. According to the 2001 Census, 17.2 per cent of the households had televisions and 26.4 per cent of them had transistors and radios while 15.4 per cent of the households had electricity.

Those households and villages which have the required assets can be reached easily through government channels like Aakashvani on radio and Doordarshan on television. Programmes can be broadcast during different hours on various PRI themes like:

- Gram Sabha: Roles, frequency, quorums, responsibilities.
- Gram Panchayat: Role, frequency, quorum.
- Rights and responsibilities of ERs.
- Role of the Sarpanch.
- Special programmes for women representatives.
- PESA provisions.
- Planning at the village level.
- About various schemes like NREGS, NRHM, SSA, and TSC.

The frequency of these programmes can be increased slowly depending on their viewership and listenership and available resources. But the aim of these programmes is to increase the impact by constantly repeating information so that it gets not only absorbed but also utilized when needed.

17.10 Implementation Structure and Systems

It is proposed that there be a team at SPRC for overseeing and managing CD strategies. This team will also oversee the DC initiatives. Under this team, editorial teams will be hired on a contract basis for each of the initiatives within the DC strategy.

17.10.1 Monitoring and Evaluation Systems

An overall monitoring and evaluation system has been proposed in the Knowledge Management Strategy.

17.10.2 Public Private Partnerships

Various PPP models have evolved over the years which are being implemented today. Some of these are:

- Build-Operate-Transfer (BOT).
- Build-Own-Operate-Transfer (BOOT).
- Build-Own-Operate-Maintain (BOOM).
- Buy-Build-Operate (BBO).

For the purpose of this communication strategy the state can follow the Buy-Build-Operate (BBO) model. This model involves transfer of a public asset to a private or quasi-public entity under contract that the asset is to be upgraded and operated for a specified period of time. Public control is exercised through the contract at the time of transfer.

It is proposed that the SPRC identify appropriate CSOs with whom to get into partnerships for this strategy. Some of the basic criteria to be kept in mind while identifying CSOs are:

- Three years experience of working closely with the community.
- They should have a yearly budget that shows their capability to handle the CRS budget/development communication component.
- They should have adequate infrastructure both physical and human resources to handle the DC components.
- Should have had some experience in development communication or IEC/BCC, preferably in the area.
- Preferably (but not compulsorily) have some experience of development communication.

17.11 Infrastructure Allocation/Convergence

It is proposed that the state allocate land to CSOs for setting up CRS. This land will be identified by the DRDAs of the districts where the CRS are proposed. It is proposed that the state bear the cost of setting up the physical infrastructure for CRS as the equipment costs will be recovered. The alternative option for the allocation and construction of infrastructure for CRS is through a convergence of schemes. The CRS infrastructure can be set up through convergence with the following schemes:

- Bharat Nirman Rajiv Gandhi Sewa Kendra wherein village knowledge resource centres are to be set up at the Panchayat and block levels.
- The Block Resource Centre that is to be established under the Backward Region Grant Fund (BRGF).
- Instead of building new structures, unused buildings can be renovated to house the radio stations.
- Constructing of buildings can be converged with the National Rural Employment Guarantee Scheme.

18. EMPOWERING ENGAGEMENT PROCESS STRATEGY (BETWEEN PANCHAYATI RAJ EXECUTIVES AND ERs)

18.1 The Concept

Panchayati Raj executives (PEOs) and ERs are two streams of human resources for managing Panchayati Raj in the state. While, PEOs are representatives of the state government, ERs are representatives of the people. They come from diverse backgrounds, live different realities to a significant extent, and have different lenses with which to view the world. Convergence of both their views provides holistic developmental and democratic processes while ensuring good governance.

Healthy engagement of the two through facilitating and empowering processes is a pre-requisite to democratic, inclusive, and transparent PRIs. An empowering process between the two streams is also the most direct and cost effective way for PRI-CB&T.

18.2 Current Situation

Currently PEOs are the only decision-makers in the realm of PRIs. ERs are yet to be elected and assume their roles. With 32 years of history of functioning as lone decision-makers the new situation is likely to make the PEOs uncomfortable. At the same time, ERs coming after a gap of a generation are likely to be unsure of their roles and responsibilities. Unless appropriate engagement processes with roles of PEOs as mentors/guides/facilitators are structured, recognized, and their appropriate capacities built, appropriate democratic functioning of PRIs may not happen in the spirit of 73rd constitutional amendment.

The strategic need for strengthening the engagement processes between the two streams is thus argued based on:

- Emergence of ERs in the state after a gap of 32 years (10 years after the state came into existence). This has created a generation long vacuum in the knowledge and skills of ERs.
- Lack of any systematic capacity development of PEOs to play the required roles meaningfully, undertake engagement processes productively, and get used to their new roles as facilitators rather than being decision-makers.

18.3 Theoretical Foundations and Provenance

Mentoring/facilitating/escorting is an empowering process for the informal transmission of knowledge, social capital, and psychosocial support perceived to be relevant by recipients in their work progress and for bringing transformational changes. It involves sustained informal communication, usually face-to-face, over a long period of time in work and non-work situations.

Coaching primarily deals with skill development while mentoring is a holistic process of shaping attitudes but both overlap to a varying extent in practice.

Mentors' roles can be wide ranging and may include those of being a cheerleader, coach, confidant, counsellor, developer of talent, role model, teacher, and helper. In the context of PRIs his/her role as a treasurer of government information and knowledge is also important. The mentoring intervention includes:

- Information treasury and dispensing—providing adequate contextual knowledge and information to PRIs.
- Accompaniment—journeying together.
- Sowing—generating ideas.
- Catalyzing—accelerating the processes of team building of Panchayats.
- Showing—role model.
- Harvesting—bringing the newly accrued knowledge to the level of consciousness.

Mentoring has a wide provenance in developed countries in the corporate sector and it is also applied to a significant extent in the developmental sector, for example:

- The State of New York successfully intervened to reduce school dropouts in 1980.
- Spain employed mentoring to reduce disparities between men and women and in enhancing access to jobs.
- Greece has been utilizing mentoring processes since ancient times in politics, arts, and philosophy.
- Many interventions are reported to be successful in the corporate sector all over the world in developing talent, nurturing human development and potential, identifying opinion leaders and fast track executives, and imbibing cultural aspects and values among new recruits.

18.4 The Strategy

The strategy involves strengthening capacities of PEOs to facilitate positive engagement processes occurring at the level of Panchayats through playing roles of mentors and coaches.

18.5 Objective

The objective of the strategy is to develop the capacities of PEOs to play roles of mentors and facilitators, and construct the processes for empowering ERs.

The strategy also aims at sensitizing the PEOs towards the new ERs and helping them de-learn their roles of decision-makers in order to give ERs their constitutionally mandated space.

18.6 Components of the Strategy

The components of the strategy include:

- Capacity development of PEOs to play the roles of mentors and coaches.
- De-learning of PEOs especially the role of decision-makers.
- Frameworks for optimal processes within Panchayats.
- Ethical guidelines for interventions of PEOs.

18.7 Operationalizing the Components

18.7.1 Capacity Development of PEOs to Play Roles of Mentors and Coaches

PEOs' capacity will be developed through a cadre of master mentors, which is planned to be developed for supporting ERs as well. The thematic areas for developing capacities include sensitivity training, concept of self and roles, group dynamics and team building, and role playing (mentor, coach, information treasurer and dispenser, contextual knowledge provider, and counsellor)

The state should develop a module for these. It is believed that a minimum of 15 days of training will be required to develop mentoring skills among PEOs. The training is visualized to be that of skill building and attitude sharing and should have strong experiential learning tools and interventions.

18.7.2 De-Learning of PEOs Especially the Role of Sole Decision-Makers

Learning about new roles will get emphasized if there is an added component of de-learning the old role of decision-makers. De-learning assumes importance for smooth and effective devolution too. That systematic de-learning is an important part of continuing education is a fact that is not known but it is important nonetheless.

18.7.3 Framework for Optimal Engagement Processes within Panchayats

A framework for positive engagement processes will be developed by the state/SIRD/PRTI. The framework may include processes like:

- Providing information (various schemes and programmes, roles and responsibilities, and statutory and mandatory requirements of PRIs).
- Providing knowledge (how the state government works, contextual knowledge building especially in emerging areas like global warming, rights-based approaches, and GoI and the state government's pro-poor policies).
- Skill building—providing options, alternatives, iterating pros and cons, facilitating consensus decision-making, and managing the Standing Committees.
- Attitude shaping—optimal role playing, facilitating team building, making debates and discussions inclusive especially for ST/SC/women ERs, facilitating enhancement of transparency and proactive disclosures.
- Becoming a role model.

18.7.4 Ethical Guidelines for Interventions of PEOs

Ethical boundaries apply in interventions made by PEOs as ERs are peoples' representatives and the strategic intervention is only for developing their capacities; it stops short of influencing them in any way.

The state will have to develop ethical guidelines for facilitating positive empowering engagement processes.

18.8 Work Plan

The state should plan to cover 100 per cent of the target group from the first year onwards. Total coverage of all PEOs at all levels (Gram Panchayats, Block Panchayats, and District Panchayats) comes to 4,704. The suggested batch size is a maximum of 20 participants for such mentoring training. The estimated costs for this training come to around Rs 2.6 crore.

19. HOLISTIC DEVELOPMENT STRATEGY FOR ELECTED WOMEN REPRESENTATIVES

19.1 Current Situation and the Need

The triangulation of consensus opinion, previous researches, and the perception of the CA-CDS team shows significant disparity among male and female ERs. It is believed that this disparity arises due to a complex set of multilayered realities which include:

- Individual—low education levels, inexperience, low level of awareness, and low levels of confidence and self-esteem.
- Family—economic constraints, household responsibilities/chores, and family interference.
- Community—social customs and traditions.

With there being 50 per cent EWRs in the state, a strong strategy and programme is needed to strengthen them as the foundation for a stronger, inclusive, and democratically functioning PR in the state.

NCBF plans for functional literacy and sectoral function training programmes for all ERs in general. In the spirit of NCBF, this strategy takes that forward in terms of envisaging holistic development for women specifically as it is found that they require something more than functional literacy. As the reality is multilayered and inter-related, a holistic development strategy and programme for developing EWRs is needed.

19.2 Supporting Arguments for the Strategy

19.2.1 Gender Scenario in Jharkhand

Women constitute nearly 50 per cent of the population in Jharkhand. According to the 2001 Census, only 39 per cent of the women were literate in comparison to male literacy rates of 69.7 per cent. This causes a large gender divide that needs to be addressed in order to bring the female population on par with the male population.

Since India is a patriarchal society it does not provide a conducive environment for women to grow and develop. Jharkhand is no different despite a large tribal population where women's situation is relatively better in terms of freedom of movement. Table 42 gives some health indicators from National Family Health Survey-3 that support the fact that the status of women needs to be improved both in the country and in Jharkhand.

Table 42: Health Indicators for Women

	% of Women with Low BMI	% of Anaemic Women
India	35.6	55.3
Highest	45.1	69.5
Lowest	11.2	32.8
Jharkhand	42.6	70.6

Source: NFHS 3 (Planning Commission Data Tables).

The lack of care that mothers get is highlighted in high maternal mortality rates which though showing a decreasing trend over the years, are still something to worry about. The situation requires continuous and dedicated work for many more years before satisfactory results are achieved. Table 43 summarizes this situation.

Table 43: Gender Differentials in Health

	Health Indicators										
	IMR			MMR	LEB			Sex Ratio			
	M	F	T	M	F	T	Total	SC	ST	0-6years	
India	55	56	55	254	62.6	64.2	63.5	933	936	978	927
Highest	72	72	72	480	71.4	76.3	74.0	1,058	1,048	1,021	979
Lowest	12	13	13	95	58.1	57.9	58.0	777	283	893	798
Jharkhand	45	48	46	312	62.2	60.4	NA	941	944	987	965

Source: Census Data online; Planning Commission Data Tables: 2001.

19.2.2 Economic Involvement of Women

Contrary to common perceptions, a large percentage of women in India work. National data collection agencies accept the fact that there is a serious underestimation of women's contribution as workers. However, there are far fewer women in the paid workforce than there are men. In urban India, women have impressive numbers in the workforce. As an example take the software industry where 30 per cent of the workforce is female. They are at par with their male counterparts in terms of wages and positions at the work place.

In rural India, in the agriculture and allied industrial sectors 89.5 per cent of the total workforce is female. In overall farm production, women's average contribution is estimated at 55 to 66 per cent of the total labour. According to a 1991 World Bank report, women accounted for 94 per cent of the total employment in dairy production in India. Women constituted 51 per cent of the total number employed in forest-based small-scale enterprises.

Women are mostly engaged in the unorganized sector where their rights are not recognized. This issue though has been recognized in recent years and is being addressed by civil society organizations.

In most Indian families, women do not own any property in their own name, and do not get a share of parental property. Due to weak enforcement of laws protecting them, women continue to have little access to land and property. In fact, some of the laws discriminate against women when it comes to land and property rights.

Women preferred as PRI ERs because:

- Women PRI members are less corrupt as compared to their male counterparts.
- For the first one or two years, women PRI members act as per the directions of their male relatives (in most cases husbands), but after that they generally act independently.
- Women PRI members are more sincere than their male counterparts.
- Party-based political involvement is less in the case of women PRI members.
- In contrast to male PRI members, women PRI members take more interest in the economic empowerment of women through formation of SHGs.

(Source: Odisha Human Development Report 2006, Chapter 6: The Gender Question)

19.3 Objective of the Strategy

The objective of the strategy is to develop EWRs holistically so that they are able to perform their functions effectively as also to enhance the process of their self-development.

19.4 Proposed Strategy

The features of the holistic development strategy are:

- It will be free of cost for participants.
- Cover all women representatives of the three tiers.
- Will be carried out at the village level.
- It will be the responsibility of the VEC and Sarpanch to organize regular sessions at suitable times and places that are convenient for people of all communities to attend.
- The sessions will not be for more than two hours per day so that they are not time constraining for women.
- The sessions will preferably be carried out in the afternoon or evening so that they are convenient for women to attend.
- Provide livelihood opportunities for community people in the form of village volunteers who:
 - Are graduates/12th/10th pass in the village and can read and write comfortably
 - Stay in the community/village
 - Will be given training to conduct sessions

19.5 The Components of the Strategy

The strategy will cover all EWRs and because they require more than being made literate, the following components have been envisaged in the proposed strategy:

- Functional literacy.
- Leadership.
- Gender sensitization.

- Sensitization of male members in the community.

This strategy addresses issues beyond Panchayati Raj that include literacy and gender. Therefore, collaboration with the Education Department and also the Women and Child Development Department is desirable. The education and women and child departments can fund the initiative and PRD can support it in terms of training and if need be share part of the costs.

19.5.1 Functional Literacy

According to the National Literacy Mission achieving functional literacy in India implies ‘(i) self-reliance in 3 Rs, (ii) awareness of the causes of deprivation and the ability to move towards amelioration of their condition by participating in the process of development, (iii) acquiring skills to improve economic status and general well being, and (iv) imbibing values such as national integration, conservation of environment, women’s equality, observance of small family norms.’

For Panchayati Raj, functional literacy means those set of skills that enable ERs to perform their roles better, furthers their productivity, contributes to the development of the community, and more importantly enables self-development. This means the skills to read, write, and understand Panchayat documents, procedures, and processes.

19.5.2 Gender Sensitization

The sensitization component will involve sensitizing women specifically about gender concepts and beginning a process that enables them to overcome their inhibitions and biases based on gender conditioning.

This component will help them understand how gender is just a social construct, decided and influenced by society and therefore, it is subject to change as it always has with time. They need to be motivated to see beyond the roles set for them by others and begin visualizing their own role in the community.

19.5.3 Leadership Skills

Women, because of years of conditioning have been made to live submissive lives in rural areas. As ERs their leadership skills are important. Leadership skills like decision-making, self-confidence, being able to control a group, assertiveness, and the ability to motivate others are important to govern a community and take decisions on it behalf. Therefore, these soft skills have to be imparted to EWRs so that they become more productive and effective leaders.

19.5.4 Sensitizing Male Members of the Community

In a male dominated society, development of women cannot happen without the involvement of men. Hence, it is proposed that there be separate sessions for male ERs during the training on gender sensitization and functional literacy. Men also need to be made aware of the importance of women in society and their role in decision-making.

States like Kerala have conducted sensitization programmes for entire families of EWRs which is a good move as it will help them understand what the EWRs are expected to do and appropriately adjust to their new roles. This should be extended in all states to ensure that EWRs receive family support.

19.6 Implementation Plan

Village volunteers will be trained to conduct sessions on literacy and gender. They will be paid Rs 500 per session. It is envisaged that this component of the cost for this strategy will be availed through convergence with the national literacy programme running in the state.

The monitoring and evaluation system of the strategy has been explained in the Knowledge Management Strategy.

19.7 Session Plan

The functional literacy component, for both men and women together, will comprise of 46 sessions, as it is a skill acquisition component.

The gender sensitization component will comprise of 20 sessions for women and 20 sessions for men. For most part these sessions will be conducted separately as it is a sensitive topic and needs to be dealt with carefully; towards the end, there may be joint sessions. In these sessions ERs will be made aware of gender issues and their implications.

Leadership skill sessions can be more practical and hence there will be a gap between each session. There will be 10 sessions to inculcate basic leadership values and skills that can act as a starting point for EWRs.

19.8 Strategy Budget

The budget for the strategy will include remunerations for village volunteers conducting the required training sessions. Trainers will be paid according to the sessions they conduct. Also the costs of training kits for the village volunteers will have to be accounted for in the budget at around Rs 1,000 per kit. The training kit will include:

- Bag.
- Training manual.
- CDs (movies, learning sessions).
- Foldable blackboard.
- Note pad.
- Stationery.

The budget for the strategy, excluding the training of village volunteers, is estimated at approximately Rs 22 crore.

20. KNOWLEDGE MANAGEMENT STRATEGY

20.1 Introduction

Knowledge is the sum total of information, contextual understanding, and wisdom. Knowledge management (KM) is the process of capturing, transmitting, storing, and disseminating this knowledge. While human networks are appropriate mediums to store and transmit contextual understanding/tacit knowledge and wisdom, IT based platforms and computer networks are appropriate mediums to store and transmit data and information.

The KM strategy focusses on storing and transmitting data and information through computer networks. Another equally or perhaps more important component of storage and transfer of knowledge, contexts, and wisdom through organic networks of human resources (ERs, EWRs, CSOs, resource persons, and trainers) is strategies of creating role models, on the job training, and developing peer networks.

20.2 Current Situation

Significant information exists within various PRI constituencies and more will be generated through the implementation of the proposed CA-CDS strategy. At present there is no systematic storage or transmittal mechanism for this information.

Adults learn through experience/knowledge and information sharing. While it is true that people always learn and the scope of learning is ever present in any situation; with unfocussed and unstructured sharing of real life experiences, learning, knowledge and information, the learning curve costs and time are far too high to be acceptable for the PR sector.

Implementing the proposed 12 strategies together is expected to strengthen human networks comprising of:

- Supply chain resources, including trainers, mentors, CSO partners, researchers, M&E professionals, community radio operators, IEC/BCC mobile van operators, and state PRD officials.
- Team members of nodal institutions, including SIRD, ETCs, and other training institutions.
- ERs at various levels through the development of recommended ER peer networks.
- Village communities through strategies including those for developmental communication.

The KM strategy, thus, focusses on an IT-driven, real time information exchange among all the stakeholders. To start with, professionals in the supply chain will use it to a larger extent while its use by ERs will increase with time.

20.3 Objective

The objective of the KM strategy is to reduce the information and knowledge divide among PRI stakeholders by providing universal access to information and knowledge. The applied KM strategy will inter-alia:

- Reduce the information and knowledge differential that exists among PRI stakeholders.
- Make dispersal of knowledge uniform.
- Strengthen efforts towards reducing power differentials due to gender.
- Enable instant access and analysis of a vast amount of information which is otherwise not possible.

20.4 Short Term Limitations of the KM Strategy

With the given differentials and available access to information and knowledge, expected weak functional literacy of ERs and weak ICT infrastructure, dissemination due to the KM strategy may be uneven in the short term with very less utilization rates. Any strategy takes its own time to percolate uniformly across the strata of stakeholders and change most of the time starts with opinion leaders/change agents and then spreads and this will hold true even in the case of the KM strategy. Viewed in this way, it can be argued that the KM strategy will be less useful for Jharkhand as an early intervention.

There are examples of countries like China where the ICT revolution has broken traditional bottlenecks and enabled tremendous scale ups. It is also argued that India has more mobile phones than individual toilets. Thus, the pace of percolation of social technology tools is argued to be much faster than what one realizes.

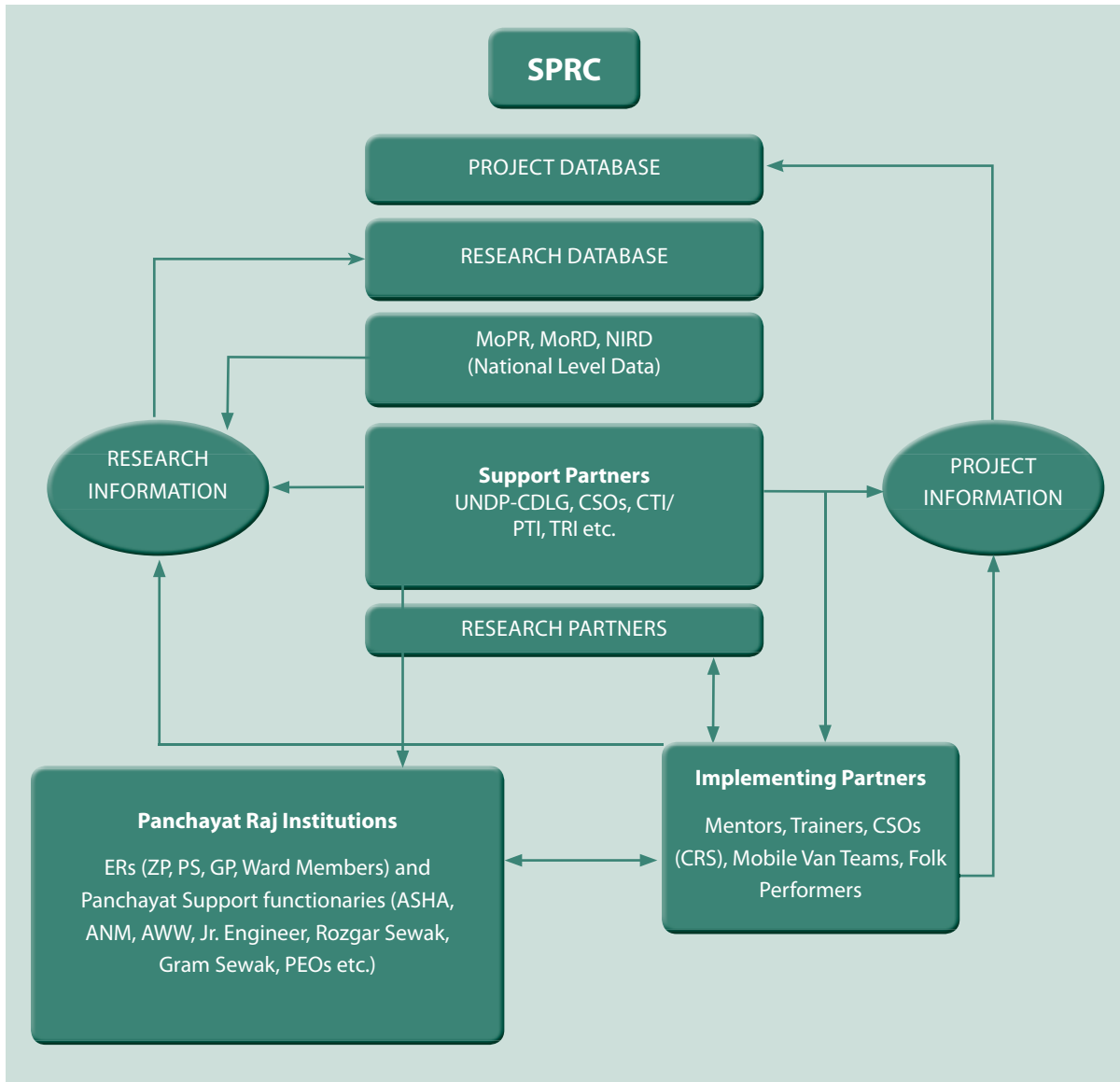
20.5 KM Components

KM is visualized as a:

- A vortal/knowledge gateway with web-enabled dual language information transfer.
- Monitoring, Evaluation, and Learning System (MEALS).
- Protocols for:
 - Data acceptability
 - Data compatibility
 - Information disclosure
 - Data safety and security

The KM model is highlighted in Figure 16.

Figure 16: Knowledge Management Model



20.5.1 Knowledge Gateway/Vortal

The vortal is visualized as having the following features:

Communities of practice: These are web-enabled communities of people who have worked together over a period of time. Here we may have many CoPs for the components of Panchayati Raj Capacity Development in order to share best practices and latest updated knowledge.

Chat rooms: Chat rooms encourage real time communication/dialogues among people and help in sharing information quickly.

M&E information sharing: The strategy will also involve public sharing of all the reports that come in from various projects like community radio stations, mobile vans, folk performance teams, mentors, trainers, and CSOs. Access to information will be universal except in cases where:

- Confidentiality is involved.
- Sensitive information.
- Any information which the state PRD/SPRC/editorial board thinks should be withheld in larger public interest.
- Announcements/upcoming events: All training programmes/workshops, exposure visits, events planned will be publicized through the vortal.

The type of information which may be uploaded here includes:

- Statistics—Overall and with appropriate break up, for example:
 - Physical progress reporting—Coverage under various strategies and plans, actual, deviations.
 - Financial progress reporting—Sources and resources.
- Documentation of each training/event.
- Reports of each training/event.
- Database of all ERs, trainers, mentors, CSO partners, and other resources envisaged under all the strategies.
- Organization structure of PRD, SPRC, RETCs, and a database of all contacts.
- RTI inquiries and status.

Knowledge depository—This is a powerful feature of the gateway wherein all bits of knowledge are stored for referral by stakeholders. These may include:

- Training modules.
- Guidelines/protocols for developing/planning/conducting—Training modules, case studies, experiential learning tools, exposure visits, research, ethical guidelines, evaluation of training, documentation of training, on the job mentoring/training, functional literacy modules, and specialized modules on gender, disaster management, referral material for all the modules, links of relevant websites.
- Best practices—Next/best practices, learning derived and critical success factors.
- Experiences sharing platform.

Social networking features

Blogs, facebook, twitter, Wikipedia, and YouTube all have created excellent platforms for sharing which may be utilized for uploading films, information, and exchanges among interested people. AMR-APARD in Andhra Pradesh has used such existing platforms to share training aids.

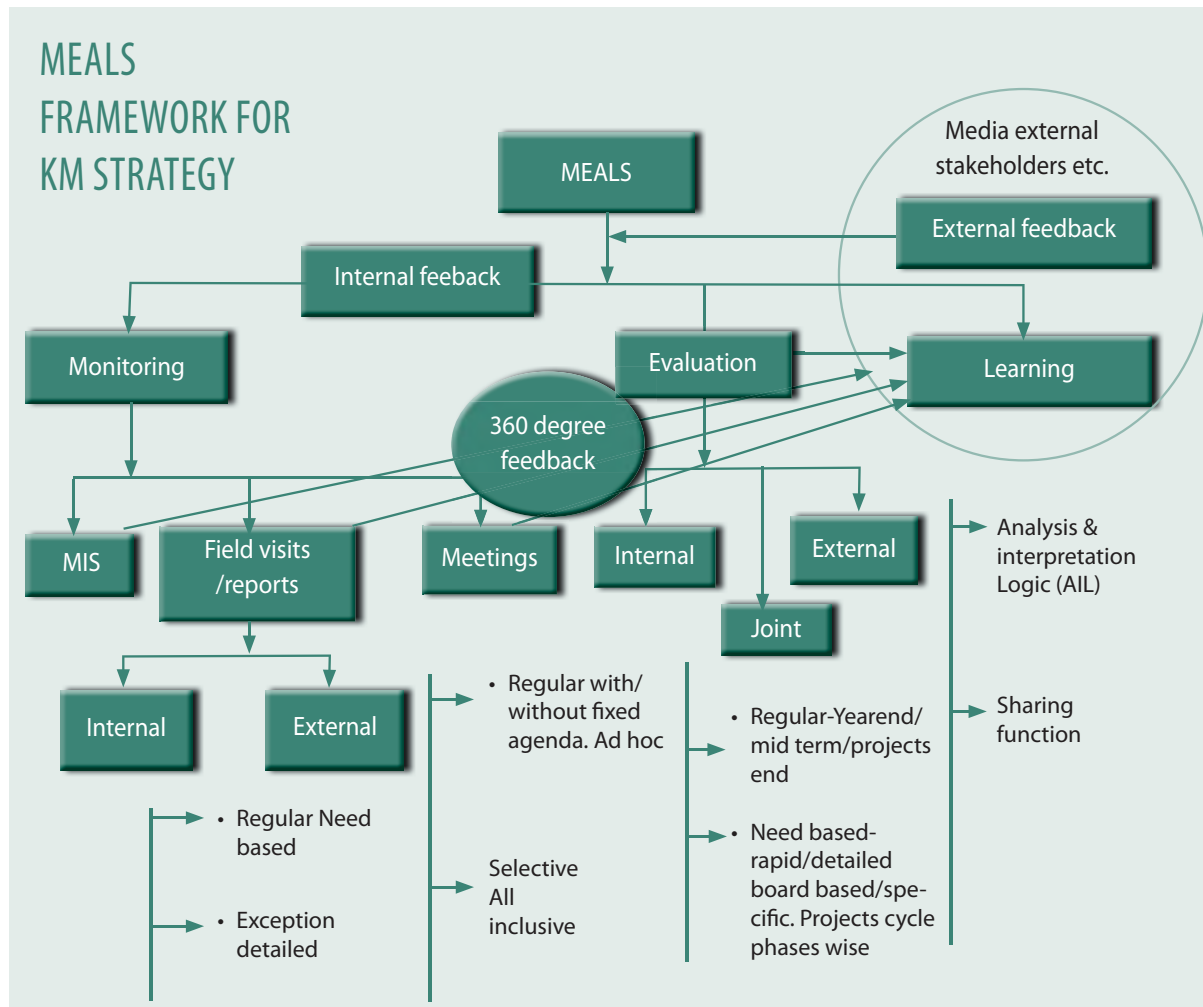
AMR-APARD has also piloted M-Training through use of mobiles. Most of the ERs and PEOs are perceived to have their own mobiles with a significant number having storage and film screening features. Daily short SMSs comprising IEC in PRI may be sent to lakhs of people very quickly at a low cost through available

software. Thus, using hand-held devices is an important feature of today's ICT/IT revolution. There is consensus that hand-held devices will be used more and more for providing seamless communication through integrating radio, television, broadband, and computers.

20.5.2 Monitoring, Evaluation, and Learning System (MEALS)

Monitoring, evaluation, and learning is a continuum of the M&E function and in practice is often attempted in an suboptimal manner as separate exercises. The strategy visualizes the spectrum with all its components as highlighted in Figure 17:

Figure 17: Monitoring, Evaluation, and Learning System



Detailed M&E systems need to be developed based on this model by the state as part of the KM strategy to ensure concurrent learning and feeding into the implementation of PRI-CB&T. The essential components of such a MEAL system will comprise of:

- Monitoring and evaluation strategy.
- A result chain indicating relationships among specified input-process-output-outcome and impact indicators.

- Monitoring and evaluation plans with ToRs, specifications, thrust areas, resource estimates, and corresponding budgets.
- A comprehensive real time MIS.
- Capturing, compiling, aggregating, and field record keeping as and where it occurs in an instantly retrievable and analysable information bundles.
- User driven—Users define and get what they want, at the time that they want it, in the place they want it, and in bundles they want it in.

Table 44 gives the M&E monitoring framework.

Table 44: M&E Framework

Strategy	Monitoring Mechanism	Output Indicators	Outcome Indicators	Evaluation Mechanism	Impact Evaluation Mechanism	Feedback Loop
Training	<ul style="list-style-type: none"> - Trainers' reports - CSO reports to team leader—training design, development, and delivery (SPRC) - Feedback forms 	<ul style="list-style-type: none"> - No. of training - No. of training batches conducted - No. of trainers developed - No. of participants in every training - No. of training for women - No. of ST participants in training 	<ul style="list-style-type: none"> - Pre and post-training evaluation tests 	Evaluation every year	External Evaluation every 3 years	Team leader—training design, development, and delivery (SPRC) and regional PRC principals will give feedback to the training faculty and CSO partners
Community Radio Station	<ul style="list-style-type: none"> - Monthly reports to partner coordinators (regional PRC) 	<ul style="list-style-type: none"> - No. of radios distributed - No. of hours broadcast per day - No. of programmes in different categories - Inventory size - Listenership in the community - Revenue generated in a year 	<ul style="list-style-type: none"> - Radio distribution in the community - No. of radios in working condition - Listenership of women in comparison to men - Recall rates for programmes - Participation of SC, ST, women, youth, children, and elders - Participation of ERs in CRS, especially women - Utilization by local business persons and SHGs for marketing - Utilization by schools and children - Frequency of usage by government departments 			Managers (CB&T strategies)—SPRC to partner coordinators who give feedback to CSOs
Mobile Van	<ul style="list-style-type: none"> - Monthly reports to CSO partners who send the reports to the CB&T Coordination and M&E Section, SPRC 		<ul style="list-style-type: none"> - Recall rates among people about MV programmes - Community awareness levels about Panchayati Raj provisions - Participation rates in Gram Sabhas and Gram Panchayat meetings 			
Folk Performance Teams	<ul style="list-style-type: none"> - Monthly reports to CSO partners who send the reports to the CB&T Coordination and M&E Section, SPRC 	<ul style="list-style-type: none"> - Themes covered by each team - No. of GPs visited 4 times - No. of media used in each GP 	<ul style="list-style-type: none"> - Recall rates in the community regarding folk performances, themes discussed - Increased awareness levels in the community regarding the themes covered by the teams - Increased participation of community members in village meetings 	Annual Assessment by CSO Partners		

Strategy	Monitoring Mechanism	Output Indicators	Outcome Indicators	Evaluation Mechanism	Impact Evaluation Mechanism	Feedback Loop
Mass Media Plan	- Reports by CSO partners who send the reports to the CB&T Coordination and M&E Section, SPRC	- Listenership and viewership of broadcast programmes - No. of calls received in response to programmes	- Increased awareness levels among listeners - Regularization of the Gram Sabha - Increased Participation in the Gram Sabha - Regular Panchayat meetings - Presence of all members in Panchayat meetings - Increased women's participation	Annual assessment by CSO partners		
IEC	- Reports by CSOs to the CB&T Coordination and M&E Section, SPRC	- No. of material given to each Panchayat - No. of IEC material put up in publicly visible spots in each Panchayat - Community participation in the wall painting campaigns	- State of posters and flip chart displays - Level of awareness among the communities where such campaigns have been done - Regularization of meetings in communities	Annual assessment by CSO partners		CB&T Coordination and M&E Section, SPRC to CSO partners
Role Model Development	No. of nominations received by the selection panel	- Increased nominations for each category of awards - Increased number of beacon Panchayats created in the state	- No. of role models used in training sessions - Increasing no. of nominations every year			CB&T Coordination and M&E Section, SPRC to selection panel
Holistic Development of EWRs	- Reports by village volunteers to CSO partners who send the reports to the CB&T Coordination and M&E Section, SPRC	- No. of participants per session - No. of non-ER people attending the sessions	- Increased literacy levels among ERs - Increased participation of women in Panchayat and other community activities	Monthly assessment of village volunteers by CSO partners		CB&T Coordination and M&E Section, SPRC to CSO partners
On the Job Training	- Mentor reports to CSO partners who send them to the CB&T Coordination and M&E Section, SPRC	- Increased incidences of Panchayat meetings and Sabhas - Increased awareness levels in the community regarding PRIs	- Increased participation of all ERs in Panchayat meetings - Increased participation of community members in the Gram Sabha	Annual assessment of mentors by CSO partners		CB&T Coordination and M&E Section, SPRC to CSO partners and mentors
Engagement Strategy	- Reports by mentors to CSO partners who send them to the CB&T Coordination and M&E Section, SPRC	- Increased presence of PEOs and ERs in Panchayat meetings	- Increased coordination between PEOs and ERs	Annual assessment by CSO partners		CB&T Coordination and M&E Section, SPRC to CSOs

20.5.3 Protocols

The public domain of the KM strategy and model will require adequate guidelines/protocols for ensuring:

- Data acceptability—Acceptability of data based on its provenance, authenticity, riders/limitations if any, observance of the Copyright Act, and acknowledgement of authors, intellectual property rights.
- Data safety—Backup, fire walls, protection against breakdowns, and parallel servers.
- Data accessibility—Defining the access domain for all users to access information, and access for editing, uploading/posting.

20.6 HR Requirements

A MIS and M&E officer's position is planned in SPRC to fine-tune the strategy, develop an appropriate software platform, link all existing connectivity in the state under SWAN, district wide networks, and private service providers and under the planned e-Panchayat project.

The officer will be responsible for updating all relevant information in the system and ensuring timely receipt of all information from information holders.

20.7 Infrastructural Requirements

The state has implemented the State Wide Area Network (SWAN) with infrastructure in place up to the block level, and in some places up to the Gram Panchayat levels. The infrastructure at the Gram Panchayat level needs to be expanded and strengthened further to have complete coverage and access to the system. Also e-governance has been implemented with Common Service Centres in many parts of the state and making a lot of services web enabled.

The minimum infrastructure required to use this system at any level will be a computer and connectivity.

20.8 Knowledge Management Costs

Capital costs for the KM strategy are estimated in Table 45:

Table 45: Capital Costs for Knowledge Management Strategy and Plan

No.	Budget Head	Capital Cost
1	Developing vortal	20 lakh
2	Developing databases and first time entry	2 lakh
3	Developing MEALS with all details	5 lakh
4	TOTAL	27 lakh

Recurring costs are estimated for space and uploading at Rs 5 lakh. The HR costs are estimated in the organization structure costs.

21. ROLE MODEL DEVELOPMENT STRATEGY

21.1 Current Situation

Currently no system for identifying role model Panchayats is in place unlike in other states where the Nirmal Gaon awards are given to GPs based on the sanitation criteria. But even these kinds of awards are:

- Ad-hoc.
- Limited to Panchayats only.
- Non-continuous.
- Output based and not process/outcome based.

21.2 The Need

The PR sector needs to encourage and develop role models as role model institutions and individuals both have a great positive change inducing impact.

Role models of:

PRI institutions

- Provide a benchmark for other PRIs.
- Motivate PRIs to achieve the benchmark and better it.
- Provide a strong demonstration impact through exposure visits and as learning sites.
- Provide incentives to rewarded PRIs for better performances.
- Strengthen a spirit of healthy competition.

ER/EWR/mentor/trainer role models

- Provide inspiration to others in the constituency.
- Make learning more meaningful through exchange of dialogues with peers (especially skills like leadership, communication, and values are best learnt and shared through demonstration and not through classroom sessions).
- Motivate the rewarded individuals to perform better.

Significant learning in human societies has and will continue to occur through imitating role models and creating positive spirals. Rewards—intangible and tangible—are recognized as motivators for better performance.

21.3 Objective of the Strategy

The objective of the strategy is strengthening performance oriented processes and outcomes within PRIs and their stakeholders through recognition, rewarding, and publicizing/dissemination of role models.

21.4 Components of the Strategy

The strategy comprises of:

21.4.1 Selection system

Selecting role models every year from among:

- Gram Panchayats
- ERs
- EWRs
- Trainers
- Mentors

21.4.2 Awards system

Comprising tangible rewards (cash incentives, enhanced subsidies) as practical and allowable and intangible rewards (certificates of honour, appreciation, acknowledgements).

21.4.3 Demonstration system

Making role models visible so that they can be seen as a means of learning for all PRI stakeholders through:

- Yearly award functions.
- Dissemination of awards and honours through various means at the disposal of the state PRD.
- Making model PRIs as demonstration/learning/exposure visit sites.
- Making individual role models facilitators and resource persons for training delivery and creating awareness and as resources in all PRI-CB&T strategies.

21.5 The Plan

Each year a specified maximum number of PRIs and individuals will be identified and short-listed as per the specified criteria. All such PRIs and individuals will be encouraged to apply for the awards through public advertisements and as per application formats. An expert committee will select the awardees.

The criteria and number of awards as well as incentives associated with the awards may vary. Other departments and schemes also may chip in with their funds and other contributions related to their schemes and programmes.

21.6 Operationalization

The operationalization details for the strategy are given in Table 46.

Table 46: Awards and Awardee Details

Categories of awardees	Numbers of awards	Cash prizes	Total cost
PRIs-Gram Panchayats	25	1,50,000	37,50,000
ERs	20	21,000	4,20,000
EWRs	20	21,000	4,20,000
Resources-trainers/mentors etc.	20	15,000	3,00,000
Total award costs	50 Institutional Awards+60 Individual Awards		48,90,000
Costs of yearly function/advertisements/awardees selection			10,00,000
Total Costs			58,90,000

The total cost for the awards for the first year comes to Rs 58.90 lakh. The total funds to be made available for the awards may be decided and the number of awards and cash incentives may be broken up based on this figure.

A sample list of criteria is given in Table 47 which may be fine-tuned prior to implementation and detailed selection plans for the awards may be drawn up.

Table 47: Sample List of Criteria for Role Model Awards

Award	Criteria
Model Gram Panchayat	<ul style="list-style-type: none"> • 100% Gram Sabhas take place • 100% quorum is maintained in all meetings • Community participation in decision-making • 100% Standing Committees are set up • 100% members of the Standing Committees are aware of their membership • At least 70% of the Standing Committees are functioning • 100% of the Gram Panchayat meetings take place with all members present • 60% of the community is aware of schemes and benefits
Model ERs and EWRs	<ul style="list-style-type: none"> • Convenes and attends 100% Gram Panchayat and Gram Sabha meetings each year • Maintains all records and proceedings of all meetings • Attends 100% Panchayat Samiti meetings • Carries out planning for the Panchayat democratically • Supports the social audit process • Proactively discloses all details of Panchayats in Gram Sabhas and public locations regarding finances, meetings, and schemes • Selects beneficiaries according to terms and conditions of the schemes and programmes • Takes an initiative and implements schemes for the benefit of the community
Model Trainer	<ul style="list-style-type: none"> • Among the top 5 in feedback scores received by participants • Top 5 trainers who receive positive feedback from partner NGOs • Top 5 scores for differences in pre-training and post-training evaluation of participants' knowledge and attitude • Initiated an innovative practice that improved training sessions/methods in his/her area
Model Mentor	<ul style="list-style-type: none"> • Reported incidents of increase in Gram Sabha, Gram Panchayat, and Standing Committee meetings in his/her area • Increase in regularity of meetings and Sabhas • Reported increase in documentation and regularization of PRI procedures • Reported increase in participation in the Gram Sabha and presence of members in meetings

22. PEER NETWORK DEVELOPMENT STRATEGY

22.1 Background

*Never doubt that a small group of thoughtful, committed citizens can change the world.
In fact, it is the only thing that ever has.*

Margaret Mead

The number of ERs at all the three PRI tiers comes to more than 30 lakh all over India. Collectivization of all these ERs at the state level will change the way of functioning of PRIs and fulfil Mahatma Gandhi's dream of 'Gram Swaraj'.

22.2 What is a Peer Network: Definition

As per Wikipedia, peer and network are:

Peer: A person who belongs to the same social group as another person or group. The social group may be based on age, sex, occupation, socio-economic status, and other factors.

Network: A social structure made up of individuals (or organizations) called 'nodes', which are tied (connected) by one or more specific types of interdependency, such as friendship, kinship, common interest, financial exchange, dislike, or relationships of beliefs, knowledge or prestige.

22.3 Need for a Peer Network

To share acquired knowledge and experience among peers (ERs at all the three PRI levels) for capacity development and replication of best practices for the development of PRIs.

22.3.1 Benefits of a Peer Network

- **Horizontal learning:** A peer network will allow for horizontal learning, that is, learning across each of the PR tiers. Such networks will help in sharing best practices, knowledge, experiences of each of the peers, which will help optimize the use of resources, and doing the best planning possible for development.
- **Replication of best practices:** Best solutions for certain problems can be identified and replicated with minimum efforts.
- **Strengthening of interpersonal communication:** Members of different districts, blocks, and villages can get a chance to meet regularly during meetings, which will strengthen social relationships and interpersonal communication.

22.4 Peer Network Development Strategy for PRIs

22.4.1 Model of a Peer Network

In the context of developing PRIs, the peer network development strategy is given in Figure 18.

Figure 18: Peer Network Model

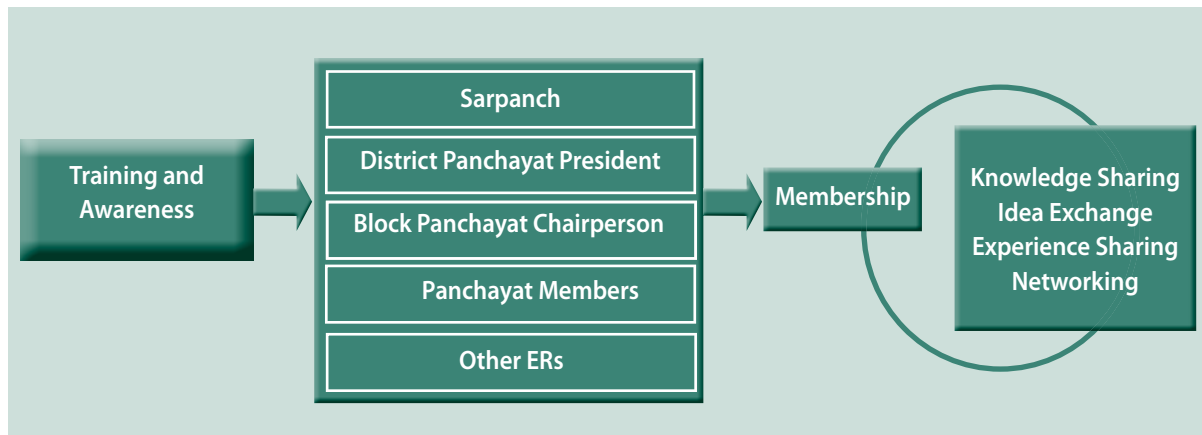


Figure 16 explains that a peer network will be a network of ERs like Sarpanchs, Panchayat Samiti chairpersons, Zilla Panchayat presidents, ward members, Zilla Panchayat members, and Block Panchayat members.

22.4.2 Process of Peer Network Development

Peer networks are proposed to be developed through membership for which a formal network will be established. Sessions will be taken by member representatives of the network during the capacity development training sessions. Once the entire session is complete, interested ERs may be called upon to become members of the network.

22.4.3 Capacity Development

To create awareness about the peer network among ERs, one session on Peer Network Development should be included in every training programme as per NCBE. The session will cover the following topics:

- Basics of peer network: Definition of peer, definition of network.
- Needs and benefits of a peer network: With example of best practices or model peer networks.
- Role of a peer network: Knowledge sharing, ideas sharing, experience sharing.
- The working of a peer network: Example of newsletters, ICT applications, regular meetings.

22.5 Functioning of the Peer Network

22.5.1 Structure

The peer network is proposed to be a state-level structure with supporting structures at the district level. The head of these structures may be chosen through elections or by selection after appropriate guidelines are laid down for these procedures.

22.5.2 Activities

In this network, members will share their knowledge, ideas, and experiences with each other. Sharing can be done through the following ways:

- Regular meetings at state and district levels.

- Quarterly publication of newsletters in local languages.
- Annual general meeting.
- Solution exchange like web application for knowledge exchange.
- Exposure visits to model Panchayats across the country.

Strong peer networks, if developed, may have an active role to play in state level decision-making structures where they can act as the voice of ERs.

22.5.3 Funding

Although the NCBF has made provisions of Rs 2 lakh as the start up cost for ER peer networks, regular funds are required to make this network sustainable. These funds can be generated through:

- Membership fees: The network can charge nominal fees for membership.
- Subscription to the newsletter: If any state level network is publishing any newsletter then some surplus amount can be generated from its subscriptions and through advertisements.
- Government funds: More funds can be generated or channelized from various central or state government schemes.
- External funds from donor agencies: Funds can also be generated from donor agencies supporting local governance reforms and the development of PRIs.

Similar networks may be replicated for PSFs as well. This has not been suggested here as the support functionaries are already a part of a forum where they meet their counterparts from other sections of the state and exchange views. Such a forum does not exist for ERs and will be helpful for them.

23. RESEARCH STRATEGY

23.1 Current Situation

SIRD has not conducted any research in the past and neither has PTI.

23.2 Objective of Research

Research in Jharkhand for PRI-CB&T is aimed at:

- Directing the strategies, policies, programmes, and interventions as per the needs and realities of PRIs and their stakeholders.
- Providing provenance of the effectiveness or otherwise of the state PRI-CB&T strategies, policies, programmes, and interventions.
- Making external knowledge state specific.

23.3 Strategic Framework

A strategic framework comprising a 3-pronged research approach of action research, operational research, and formative research is outlined Figure 19. The strategic framework differentiates the type of research needed for PRI-CB&T and assists in allocating financial resources in a top down manner.

Figure 19: Research Strategies in PRI-CB&T

	Action research	Operational research	Formative research
Purpose	Improving ongoing interventions	Improving strategies	Creating new knowledge and directions
Indicative time span	1–3 months	4–6 months	8–12 months
Team strength	Small team 1-3 members	Medium size teams 4-10 members	Large size teams 10–25 members
Geographical footprints/canvas	Micro interventions	Components of PRI-CB&T at the state level	Multi-state/country level
Cost aspects	Incremental costs to ongoing implementation	Costs between 2–10 lakh	Costs beyond 25 lakh

An indicative menu of research, which needs to be carried out in the state, is highlighted in Figure 20.

SPRC needs to detail out the menu, decide priorities and implement them through suggested outsourcing systems.

Figure 20: Indicative Menu of Researches

	Action research	Operational research	Formative research
Legal Studies		<ul style="list-style-type: none"> Identifying revisions in existing state acts/laws for due cognizance of the state PR Act Clarifying rules and regulations for precise roles of PRI and their role holders including Standing Committees in PESA and non-PESA areas 	<ul style="list-style-type: none"> Divergence among the spirit of constitutional reforms and the state PR Act and PESA Act
Social Science	<ul style="list-style-type: none"> Outcome/impact evaluation of select/each micro-intervention (on the job training, CRS, folk performances, etc.) FAQs for stakeholders on various thematic areas 	<ul style="list-style-type: none"> Outcome and impact studies of each strategy KABP (Knowledge, Skills, Attitudes, Behaviour) of EWRs KABP of STs/PTGs Functional literacy baseline for ERs Parallel structures of line departments and their the impact of PRI Standing Committees 	<ul style="list-style-type: none"> Linkage of poverty and gender to power dynamics in PRIs Effects of gender, tribe, caste, and class among ERs in PRIs on effective functioning of Panchayats Traditions and customs of tribals and Primitive Tribal Groups in the state
Management Science	<ul style="list-style-type: none"> Case studies of role models Level of computer literacy among ERs 	<ul style="list-style-type: none"> Devolution mapping and bottlenecks Business model and ICT/e-governance for Panchayats Training Needs Assessment 	<ul style="list-style-type: none"> HR and infrastructure norms for effective functioning of Panchayats
Psychology and Human Behaviour		<ul style="list-style-type: none"> Self-esteem/confidence among EWR/ST/SC/PTG and other PRI-ERs Leadership traits among ERs and EWRs and strategies for enhancing performance 	
Governance	<ul style="list-style-type: none"> Impact of training on governance in PRIs 	<ul style="list-style-type: none"> Issues, constraints, challenges, and opportunities of strengthening Gram Sabhas in PESA and non-PESA areas, Standing Committees, etc. E-governance 	<ul style="list-style-type: none"> Degree of convergence and strategies for enhancing the same for PR Impacts of tenures of ERs on functioning of PR Traditional systems of governance in scheduled areas

24. CONVERGENCE STRATEGY

24.1 Convergence: Concept and Definition

24.1.1 Concept

The dictionary meaning of convergence is, ‘The act of moving toward union or uniformity’.

According to Wikipedia, convergence is the approach towards a definite value, a definite point, a common view or opinion, or towards a fixed or equilibrium state.

24.1.2 Operating Definition of Convergence

Convergence can be defined as forming policies, systems, structures, and projects targeted towards the capacity development of PRIs in the state.

In the context of capacity development and training of PRIs, convergence can be done at various levels to optimally utilize the available resources to achieve the overall objective of effective functioning of local government institutions.

24.2 Objectives

In the current set up where training is attempted by different departments independently but which is targeted at the same target audience (ERs, EWRs, support functionaries), the two exist non-optimally.

- Creating ‘training noise’—Treating different themes and sectoral training as standalone separate themes creates duplications, gaps, over/underutilization in training. The training noise reduces the overall effectiveness of the training and may create ‘mindsets’ operating against the acceptability of training due to differing standards of training, methodologies, and trainers.
- Higher costs—Higher costs result due to non-achievement of economies of scale, creation of parallel training delivery structures in terms of CSOs and trainers, and duplication of training infrastructure, which is normally underutilized.

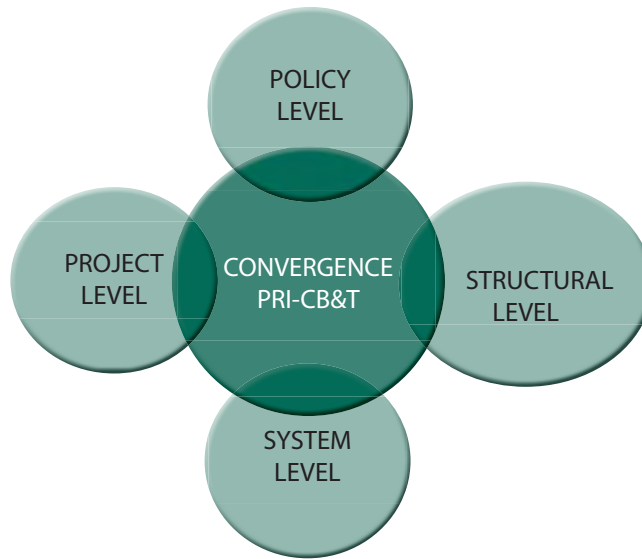
The objectives of convergence thus comprise of:

- Reducing training noise.
- Achieving cost effectiveness in training.

24.3 Convergence Model

The concept of convergence is highlighted in Figure 21.

Figure 21: Convergence Model for PRI-CB&T



24.4 Convergence at the Policy Level

24.4.1 Current status at the Policy level

Table 48 gives the current status of the convergence policy in the state.

Table 48: Current Status of Convergence at the Policy Level

Level of inquiry	Current state	Impact of non-convergence
Policy level	Funds for training are sprinkled across several ministries/departments and programmes including CSS. Each department prepares its own training plan by and large in isolation.	<ul style="list-style-type: none"> • PRI members not targeted properly. • A non-uniform training approach. • Duplicating logistics and infrastructure for training.

24.4.2 Proposed Actions for Convergence at the Policy Level

24.4.2.1 Pooled Funding for Capacity Development:

The central government spends around Rs 75,000 crore for implementing centrally sponsored schemes (CSS). According to NCBF's recommendations, instead of assigning separate funds for training to MoPR, 1 per cent of public expenditure on all CSS should be placed in a non-lapsable fund by the central government exclusively for implementing NCBF.

This will specifically apply to seven of the eight flagship programmes, which fall within the 29 matters identified in the Eleventh Schedule for devolution from state governments to Panchayats.

The flagship programmes of the government are:

- **Bharat Nirman (Creating of infrastructure like roads, electricity, water, telecommunication, housing, etc.)**
- **MGNREGS**—Mahatma Gandhi National Rural Employment Guarantee Scheme

- **NRHM**—National Rural Health Mission
- **ICDS**—Integrated Child Development Services
- **SSA**—Sarva Shiksha Abhiyan
- **MDM**—Mid-Day Meal
- **TSC**—Total Sanitation Campaign
- **NSAP**—National Social Assistance Programme
- **BRGF**—Backward Regions Grant Fund

Thus 1 per cent of public expenditure on these programmes should be allocated as a non-lapsable fund to the states for CB&T.

This recommendation has not been implemented yet but will go a long way in strengthening PRI-CB&T. MoPR should implement this NCBF recommendation in a time-bound manner in consultation with all the concerned ministries.

Pooled funding should be resorted to at the national as well as the state level. Pooled funding may not mean physical transfer of funds to one entity/department (though that is a good alternative too) but planning holistically taking into account all the soft support budgets across various departments and CSS and state funded schemes (including awareness creation, community mobilization, training, and IEC/BCC).

At the state level PRD may be made the nodal agency for training in rural areas as it is responsible for delivering decentralized governance at the state level. This will ensure holistic focus on training to persons based on their roles.

24.5 Convergence at the Structural Level

24.5.1 Current Status at the Structural Level

The current status of convergence at the structural level is given in Table 49.

Table 49: Current Status of Convergence at the Structural Level

Level of Inquiry	Current status	Impact of non-convergence
Structural level	<p>Parallel structures of line departments, for example, creating Rogi Kalyan Samitis (Village Health Committees) under NRHM by the Department of Health consisting of few traditional ERs and support functionaries</p> <p>Implementation of the programmes in a stand-alone manner through creation of parallel village/block/district level bodies</p> <p>Separate programme implementation and funds for CD, community mobilization, and awareness/IEC/BCC</p> <p>Institutes such as TRI, NRHM, and all the CSS in Jharkhand have their own CB&T programmes and allocated budgets</p>	<ul style="list-style-type: none"> • Duplication in training efforts • Training programmes undermining the constitutional roles/mandates of PRI members • Dual roles and different needs of PRI-ERs not taken into account • Creating ‘training noise’ • Training with fragmented understanding of developmental processes, PRI-ERs and rural citizens • Weakening of effective functioning of PRIs as inclusive, strong, and transparent bodies of democracy

24.5.2 Proposed Actions for Convergence at the Structural Level

The following options are suggested for convergence at the structural level:

23.5.2.1 Removal/integration of parallel structures:

- To make village level Standing Committees all inclusive for all GoI/state government programmes and doing away completely with parallel line departmental/mission level structures and systems with suitable modifications in the membership of Standing Committees.
- To integrate both the structures through systemic interventions and linking them with departmental committees functioning under/as sub-committees of PRI Standing Committees.

24.5.2.2 State level CB&T Planning and Coordination Committee:

To form a state level CB&T planning and coordination committee concerning all line departments under the aegis of the chief secretary or principal secretary—Planning and Coordination Department with principal secretary—PRD playing the role of member secretary. ToR for the committee will be developing long term strategic plans, detailing/approving yearly operational plans, allocating budgets, and providing effective governance for CD.

24.5.2.3 Convergence with line departments:

Almost all the departments specified in the devolution (form, function, and functionaries) to PRIs, are designing and implementing ‘soft’ interventions along with their programme implementation. These ‘soft’ interventions comprise of training and CD, community mobilization, and awareness/IEC/BCC. Most of the national and state programmes have defined budget lines and provisions for these areas.

A significant number of these interventions are directed at people living in rural areas and will include the newly elected PRI-ERs.

PRI-ERs have a dual role in such schemes:

- As recipients/entitlement holders of such schemes.
- As decision-makers to decide among conflicting priorities for rural citizens and implementing the schemes for other beneficiaries.

Convergence among different departments implementing CB&T and soft interventions targeted at rural citizens, especially ERs is thus needed to reduce the ‘training noise’ and enhance the overall effectiveness of CB&T.

24.6 Convergence at the Institutional Level

This measure includes creating coordinating mechanisms among different independent training institutes to ensure ongoing coordination, communication, and integration of common thematic areas for training delivery in rural areas.

Some of the major stakeholders with differing coverage and reach here are:

ATI—ATI is the largest and most active training institute with a specified mandate which covers a much larger target population of all government servants and other sections of society. Several states, including Jharkhand have moved towards making the director general of ATI as the de-facto head of all training

institutes in the state. This is a good initiative, which needs to be taken further through convergence in holistic planning, resource allocation, and delivery of all soft support.

SIRD and CTI—SIRD comes under RDD while CTI comes under the state PRD. At present one principal secretary looks after both the departments. This provides an excellent gateway for integrating the separate structures and sharing resources and tapping synergies. A move to shift CTI to and under SIRD is a welcome step taken recently by the state PRD/RD.

Rural Self Employment Training Institutes (RSETIs) are present/planned in every district and the lead bank of the district is mandated to run the institute and conduct skill development training programmes for rural areas. They are mostly at a primitive stage right now except in two districts (Hazaribagh and Ranchi).

Jharkhand State Livelihood Promotion Society, under RDD, is working on a pilot basis in 10 blocks in five districts through NGOs. The society will monitor RSETIs and will be nominated for implementing the upcoming National Rural Livelihood Mission. It will also conduct training at the village level for VDCs and SHGs etc. While the society is funded as a project with its own objectives, convergence in geographical areas of project work will yield higher benefits.

TRI (Tribal Welfare and Research Institute) in Jharkhand focuses on tribal areas. It also has CB&T programmes for various stakeholders. It is especially important to coordinate its research, development communication, and training efforts for PESA areas to ensure sensitivities and preservation of local culture in training.

Convergence of CB&T of the institutions as mentioned above with the overall CB&T plan at the SIRD/CTI level is required which will lead to optimal utilization of the resources with a focused and systematic training approach for PRIs.

24.7 Convergence at the System Level

24.7.1 Current Status at the System Level

Table 50 gives the current status of convergence at the system level.

Table 50: Current Status of Convergence at the System Level

Level of Inquiry	Current state	Impact of non-convergence
System level	Separate planning for training by different departments	<ul style="list-style-type: none"> • Duplication of training efforts • Fragmented and ineffective approach to training
	Separate training design for different programmes	
	Separate M&E systems	

24.7.2 Proposed Action for Convergence at the System Level

24.7.2.1 Integrated planning for the entire state:

An annual training plan for CD should be planned by the committee, which includes all the departments' representatives as suggested earlier with a member secretary and a nodal role for the state PRD.

24.7.2.2 Common M&E system:

There should be common monitoring and evaluation systems for all departments to give uniformity to the process. This suggestion when implemented will generate significant benefits as all training, outputs, and

outcomes will become comparable triggering further improvement.

24.7.2.3 Common training design system:

There should be common training design system between different departments including:

- An integrated training calendar considering focus areas of all the departments and CB needs of PRI members. This will save significant time for participants and will not need separate planning exercises.
- Integrated training modules considering focus areas of all the departments and CB needs of PRI members.
- ToTs by PRD to trainers in other departments

24.8 Conclusion

Convergence is usually perceived, and probably is, to be difficult to achieve due to rigid departmental boundaries, and dedicated standalone budgets for schemes. At times, the benefits of convergence, which are mostly intangible, are not easy to perceive.

A soundly designed and implemented convergence strategy will however yield greater benefits than its costs.

A convergence strategy with the twin objectives of 'reducing training noise' and 'enhancing training effectiveness' is suggested. Convergence is visualized as a contributory and collaborative partnership process, and the state PRD should try and converge the existing potential at all levels (policy, strategy, institutional, and systems). The state PRD has a nodal role to play in this strategy as the department deals with decision-makers.

25. SYSTEMS REQUIREMENT FOR JHARKHAND

At present there are no full-fledged systems in place in the state. Table 51 provides an indicative list of systems and their descriptions which the state will have to design and implement.

Table 51: Indicative List of Systems

No.	Systems	Need for the system	Key contents of system manual/protocol/guideline
1.	Training need assessment	Training is an invasive tool of human development. Like brain surgery the training intervention has to be precise. While some areas of one's own ignorance may be known by ERs, some may not be known. The training thus needs to be identified based on a field study as well as detailed duty/task list (state PR Act and rules and regulations) and deducing knowledge/skills/attitudes (KSA) needed to carry out the tasks. A precise protocol for TNA will make training sharper and effective with a proper KSA mix.	<ul style="list-style-type: none"> • Definition of training, capacity development, individual and institutional capacities. • KSA mix derivation methodology for all categories of stakeholders based on duty/function lists. • Field research protocol with types of data, sampling design guidelines, and tools for qualitative and quantitative data collection. • Ethical guidelines for conducting research. • Research team's requirements.
2.	Training module design	A training module needs to be scientifically designed based on adult learning principles with adequate experiential learning aids, guides for trainers, reference material for participants, and basic audio-visual aids along with an evaluation method.	<ul style="list-style-type: none"> • Principles of module design (entry behaviour, exit behaviour, and KSA mix). • Pre and post-test guidelines. • Developing learning points and sub-learning points. • Deciding depth and width of coverage of all learning points. • Attaching time span to learning points. • Developing a methodology mix (structured classroom sessions, experiential learning tools—games, role plays, films, case studies, experience sharing sessions, panel discussions, and exposure visits). • Deciding the training environment (physical, training equipment). • Developing learning aids and handouts, identifying reference material/resources. • Identifying trainers/facilitators' qualities. • Developing trainers' manuals. • Developing participants' manuals.

No.	Systems	Need for the system	Key contents of system manual/protocol/guideline
3.	Training documentation, evaluation, and reporting	<p>We cannot manage what we do not measure. With an increased number of training planned for 100% qualitative and quantitative coverage (as per NCBF) of PRI:</p> <ul style="list-style-type: none"> • A sound system of documentation/ reporting to ensure propriety in a public domain project) • Evaluation to make training interventions more effective with real time feedback in design 	<ul style="list-style-type: none"> • Developing and selecting outcome indicators. • Developing pre and post-tests. • Process evaluation guidelines and protocol. • Participants' evaluation protocol. • Trainers' evaluation protocol. • Training reporting protocol.
4.	On the job training interventions	<p>On the job training is different from structured in-immersion training. The interventions are more dynamic and skill based and occur in work situations. The role of the external resource is that of a facilitator/mentor rather than that of a trainer.</p>	<ul style="list-style-type: none"> • Roles of mentors and facilitators. • Types of interventions. • Timing and duration of interventions. • Reporting guidelines.
6.	Exposure visits, reporting, and evaluation	<p>Adults learn based on experiences rather than dry knowledge inputs in structured classroom situations. Demonstrations and experience sharing during exposure visits make training intervention much more effective.</p>	<ul style="list-style-type: none"> • Identifying criteria for exposure visits/ beacon Panchayats/work sites. • Identifying learning points. • Group compositions for exposure visits. • Timings for exposure visits and their duration. • Planned interactions during exposure visits. • Participants' evaluation. • Facilitators' evaluation. • Feedback from ERs of beacon Panchayats.
7.	Mentors identification, selection, training, and evaluation system	<p>The state will need mentors/facilitators for training interventions like on the job training and exposure visits. This is a different skill set than that of a trainer. The state will need to develop a cadre of mentors and identify, select, develop, and monitor mentors like trainers.</p>	<ul style="list-style-type: none"> • Qualities of mentors/facilitators. • Group dynamics theories and frameworks. • Roles of mentors. • Types of interventions by mentors/ facilitators. • Ethical guidelines for mentoring. • Mentors' evaluation guidelines.
8.	Convergence guidelines	<p>Convergence is contributory partnership formation for mutual gains. The PRI-CB&T will need civil society resources and local infrastructure for training. These form the minimum focus of convergence. At a broader level the integration of training plans and training budgets also can be planned with the consent of HPC.</p>	<ul style="list-style-type: none"> • Convergence potential at policy, strategy, programme, sharing of resources, and pooled funding levels. • Frameworks for convergence with identified line departments (NRHM, Sakshar Bharat Mission, Disaster Mitigation, e-governance, and other relevant projects). • Coordination and communication arrangements (structures and systems) for convergence.

No.	Systems	Need for the system	Key contents of system manual/protocol/guideline
9.	Research management system	Research as a forward-looking component ushers in an envisioned future at an accelerated pace and makes ongoing PRI-CB&T more effective. A broad research strategy is developed for the state which may be detailed out further and fine-tuned. The strategy will require systems/protocols for implementation.	<ul style="list-style-type: none"> • Research framework for PRI-CB&T in the state. • Integrating action research with ongoing PRI-CB&T interventions. • Guidelines for qualitative research. • Guidelines for quantitative research. • Ethical guidelines for research.
10.	Operational planning/micro planning for training	The state needs to develop a tailor made application software for optimizing need based and resource based planning for micro planning as well as to save time in planning and re-planning.	<ul style="list-style-type: none"> • The application software should take as inputs body incorporate-wise (GP/PS/ZP) ERs at various levels, with functional literacy data, gender, and estimate the number of batches (based on NCBF time limits of training, optimal batch size, yearly calendar with list of holidays/Sundays) and allocate training and estimate the number of trainers required.
11.	Database management system	Use of appropriate information will make PRI-CB&T sharper and result oriented. PRD needs to create a sound database management system.	<ul style="list-style-type: none"> • The database may include: <ul style="list-style-type: none"> – Master data for ERs—name, address, position, gender, education, etc. – Master data for trainers/mentors—name, address, education, training conducted, assessments. – Master data for implementing/partner CSOs—name, address, officials, type of intervention contracted for, contract performance. • Training database—calendar, coverage, place. – PRD/PRII/SIRD database—administration, faculty, HR. – Research database. – Experiential tools inventory database. – Training modules, manuals. – Training reporting, documentation, and evaluation database.
12.	Management information system	PRI-CB&T requires a well designed overall MIS for various interventions envisaged under the proposed strategies and package of services.	MIS should lay down field record keeping systems, reporting systems and the MIS should be IT driven to enable need based retrieval and macro analysis.
13.	Procurement system	Procurement in a government set up is a sensitive and time-consuming task often incurring delays. It is suggested that the reference guide for outsourcing developed by MoPR may be approved by the state Law Department with due modifications and the same may be used by PRTI/PRD to outsource, thus doing away with the need for getting each contract vetted by the state Law Department.	<ul style="list-style-type: none"> • Procedures for single source bidding, selective bidding, open competitive bidding. • Evaluation criteria for expression of Interest, technical proposals, financial proposals, marking system, etc. • Bidding formats and instructions. • Preparing bid documents. • Conducting bid meetings etc.

No.	Systems	Need for the system	Key contents of system manual/protocol/guideline
14.	Contract management system	<p>PRI-CB&T will require working with civil society organizations; varied partnerships and PPPs; varied contracts may be a menu of the options required. Fair contracting practices and systems will be needed to ensure adequate resources as needed.</p> <p>PRTI/PRD may develop this and get it approved by the Law Department.</p>	<ul style="list-style-type: none"> • Types of contracts (lump sum, at actual, varying price/quantity, call down contracts, retainerships, etc.) • Payment terms—milestone based, time based, mixed. • Standard conditions of contracts. • General conditions of contracts.

26. IMPLEMENTATION PLAN AND BUDGET

While a detailed implementation plan will need to be developed by the state based on all recommendations, a broad implementation plan is placed here for consideration by the state. The broad plan captures the essence of progress in holistic capacity development in PRI-CB&T.

It is estimated that implementing all the recommendations may take a time span of three years. The timeframe given below shows the time period for implementing the various key strategic recommendations for PRI-CB&T in Jharkhand.

Immediate

(0–6 months)

- Fine-tuning all the strategies and budgets suggested in the Report.
- Identifying and allocating land for establishing four new regional PRCs.
- Advertising for SPRC and regional PRC teams.
- Short-listing, interviewing and selecting team members of institutions.
- Contracting selected teams.
- Organizing premises for the functioning of SPRC and regional PRC teams.
- Training of selected teams.
- Establishing a training repository/vortal.
- Training selected SPAs.
- Publishing clear operational guidelines for SPAs.
- Establishing M&E and documentation systems for training being delivered by SPAs.
- Organizing training by SPAs.
- Compiling data of training activities by other departments/schemes/programmes.
- Establishing a CB&T convergence committee and working out a convergence plan.
- Identifying and selecting training resource persons.
- Contracting selected resource persons.
- Training resource persons.

Short Term

(6 months to 1.5 years)

- Renovating the existing PTI, Deoghar as a regional PRC.

- Constructing the required infrastructure for establishing SPRC.
- Developing and detailing all suggested systems.
- Developing operational guidelines for all strategies and their budgets.
- Advertising for CSO partners for implementing the various strategies.
- Scrutinizing the applications.
- Selecting and signing MoUs with selected CSO partners.
- Induction training of team members of CSO partners.
- Implementing strategy for ‘empowering engagement process between EOs and ERs’.
- Implementing the on the job training strategy.
- Implementing the role model development strategy.

Medium Term

(1.5–3 years)

- Constructing four new regional PRCs.
- Establishing mobile vans for training and communication.
- Establishing community radio stations.
- Implementing mass media campaigns.
- Implementing the holistic development strategy for EWRs.
- Implementing the peer network development strategy.
- Exposure visits for different categories of ERs and support functionaries as well as for resource people.

Research, knowledge management, and partnership processes will be ongoing strategies across the timeline.

26.1 Proposed Budget

Estimates of the proposed funds required to implement all the recommendations is given in Table 52.

Table 52: Estimates of Proposed Funds for Implementing all the Recommendations

Strategy / Intervention	One time cost	Recurring cost p.a.
SPRC establishment	5 crore	2.47 crore
Regional PRCS establishment	9.4 crore	4.68 crore
Training strategy	0	5,68,03,470*
Developmental communication strategy	1,06,50,000**	1,24,00,000
On the job training of ERs strategy		2,77,68,000
Empowering engagement process among PEOs and ERs strategy	2,60,77,200 (Mentoring training of PEOs)	NIL
Facilitating peer network development strategy	No additional costs	
Role model development strategy	NIL	58,90,000
Convergence strategy	No additional costs	
Research strategy		50,00,000

Strategy / Intervention	One time cost	Recurring cost p.a.
Knowledge management strategy	27,00,000	NIL
Contributory partnership strategy	NIL	2,46,33,000
Holistic development strategy for EWR	0#	
Total costs	22,29,90,870	17,56,38,360

Note:

* this includes training cost of only ERs.

** the one-time cost of equipment is expected to be recovered through the proposed revenue model given in the relevant section.

the costs have been estimated but not been put up here as it is envisaged that this strategy will be implemented in convergence with the literacy programme in the state.

The training costs will increase for the second year to Rs 33,03,76,620 as the 14-day NCBF training is envisaged during this year. The training costs will decrease from the third year onwards for ERs to Rs 7.57 crore pa for the remaining years of their term. These training cycle costs will repeat every time elections take place and costs will change relative to the change in the number of ERs.

ANNEXURE 1:

LIST OF DOCUMENTS REFERRED FOR PRI-CA & CDS EXERCISE: JHARKHAND

No.	Name of document	Source/author
1	National Capacity Building Framework	MoPR Website
2	Guidelines of Backward Region Grant Fund	MoPR Website
3	Guidelines of MNREGA	MoPR Website
4	Guidelines of SSA	MoPR Website
5	Guidelines of SGSY	MoPR Website
6	Guidelines of PMGSY	MoPR Website
7	Guidelines of RGSY	MoPR Website
8	Guidelines of IAY	MoPR Website
9	Making Spaces: Women's Participation in Local Politics	UNNATI
10	Draft Model Panchayat and Gram Swaraj Act	MoPR Website
11	Status of Panchayat Report: State Profile: Jharkhand	MoPR Website
12	Evolving methodology for Participatory Micro Planning	Planning Commission through ISS
13	Executive Summary for Evaluation of Social Sector Programmes	Planning Commission
14	ASCI Assessment Report	
15	Jharkhand District Profiles	Census
16	Jharkhand Development Report 2009 – A Study for PrabhatKhabar	www.scribd.com
17	Jharkhand Initiative Desk: Towards a New Jharkhand- Strategic Action Plan (2009-2013)	Synodical Board of Social Services Church of North India
18	Health Status - MMR, IMR, Life Expectancy at Birth etc.	National Family Health Survey - II (2005-06)
19	Selected Health Indicators for District of Jharkhand	NFHS
20	Jharkhand Household Survey	Census
21	State Wise Sex Ratio	Census
22	State Wise Literacy Rates	Census
23	State Wise Population Figures	Census
24	Status of MDGs in India	UNDP MDG Website
25	Study on Participation of Women in Panchayati Raj Institutions	Stud Home Comm Sci, 3(1): 29-38 (2009) by ShashiKaul & ShradhaSahni
26	Status and Functioning of DPCs in India	Society for Participatory Research in Asia (PRIA)
27	Other Country Decentralization Experiences: Ghana	National Council for Applied Economics Research
28	Progress of Rural Decentralization in India	http://www.thefreelibrary.com/progress+of+rural+decentralisation+in+India.-a0204551067 ">Progress of Rural Decentralisation in India.
29	Citizens' Participation in ULBs-Policy Implications for Central Finance Commission	Policy Paper - Finance Commission (Logo Link Research Project on ReCitE)

No.	Name of document	Source/author
30	Local Government, Effectiveness and Human Rights: India	By Harihar Bhattacharya (The International Council on Human Rights Policy - Researchers' Workshop, Geneva, Feb 2004)
31	Local Self Government Institutions-Devolution of Funds-Introduction of Bill System-Declaration of Implementing officers as DDOs-Orders issued	Finance Department, Government of Kerala
32	Decentralization in India: Poverty, Politics and Panchayati Raj	By Craig Johnson, Working paper for Overseas Development Institute
33	Evaluation of the International Development Research Centre's Experience with the Devolution of International Secretariats	Prepared for IDRC (International Development Research Centre) by Jim Armstrong and Alexa Khan
34	An Index of Devolution for Assessing Environment for Panchayati Raj Institutions in the States	By NCAER for MoPR
35	State Wise Status of Devolution to Panchayati Raj Institutions (Fact Sheet)	Round Table Conference, Kolkata (July 2004) by MoPR
36	A conclave of eight	Frontline (Volume 17-Issue 18, Sep. 02—15, 2000)
37	How Does Social Capital Enhancing Institutional Design Foster Political Decentralization between Bangladesh and West Bengal	Mohammad Shaiful Islam to Central European University, Dept. of Public Policy
38	Shift to (De) Centralization Creates Contradiction in Policy of managing Commons	By Purabi Bose at 11th IASCP Biennial Conference
39	Role and Experience of Local Government in Bangladesh	Democratic Decentralization on natural Resources
40	Democratic Decentralization of Natural Resources: Institutionalizing Popular Participation	Jesse C Ribot, World Resources Institute
41	Decentralization and Poverty Reduction: Africa and Asia Experiences	UN—Dept. of Economic and Social Affairs
42	Proceedings of the Exploratory Workshop on Activity mapping & Functional Assignment, HP	GTZ for the PRD, Himachal Pradesh
43	Devolution in Sri Lanka	Lanka Academic Network
44	Devolution is no panacea for Sri Lanka's ethnic ills	By Ajit Randeniya,
45	Comparative analysis of Activity Mapping in HP	GTZ for the PRD, Himachal Pradesh
46	Fiscal Decentralization in India Helps Programme Delivery	Shankari Murali via UNDP Solution Exchange for the Decentralization Community
47	Fiscal Decentralization to Rural Local Governments in India	M. Govinda Rao, National Institute of Public Finance and Policy
48	Why Decentralize Power in A Democracy?	Larry Diamond in Conference on Fiscal and Administrative Decentralization, Baghdad, 2004
49	Overview of Rural Decentralization in India: Volume 1	For World Bank, Volume 1, September 2000
50	Economic Inefficiency of Devolution	By Andres Rodrigues-Pose and AdalaBwire (2003, London School of Economics)

ANNEXURE 2:

LIST OF KEY PEOPLE AND INSTITUTIONS MET

No.	Name	Designation	Organization/Department
1	Mr. S.K. Satpathy, IAS	Secretary	Panchayati Raj & Rural Development Department, Government of Jharkhand
2	Mr. Subhendra Jha	Director	Panchayati Raj Department, Government of Jharkhand
3	Mr. Vinay Pandey	State Project Coordinator	CDLG Project, UNDP
4	Mr. Abhishek Chand	Technical Support Officer	CDLG Project, UNDP
5	Mr. Jiwan Kishor	Technical Support Officer	CDLG Project, UNDP
6	Mr. Sudipta Biswas	Technical Support Officer	CDLG Project, UNDP
7	Ms. Jayshree Jha	Principal	Centre Training Institute (CTI)
8	Ajit Kumar Singh	Faculty	Centre Training Institute (CTI)
9	Mr. Gauri Prasad	Director	State Institute of Rural Development (SIRD)
10	Mr. Manibhushan	Hostel Superintendent	State Institute of Rural Development (SIRD)
11	Mr. D.K. Sriwastawa	Secretary	Swarnajayanti Gram Swarozgar Yojana (SGSY)
12	Mr. Ashok Bhagat	Secretary	Vikash Bharti, Bishunpur
13	Ms.. Aradhana Patnaik	Director	National Rural Health Mission (NRHM)
14	Mr. Ashish		Tribal Activist
15	Ms. Ranjana	Director	Vikash Bharti, Bishunpur
16	Mr. Sumantra Mukherjee	State Coordinator	Vikash Bharti, Bishunpur
17	Ms. Karabi	Programme Officer	PRIA, Ranchi
18	Mr. Lohravrao	Member	Jan Jagruti Manch, Chingri Village
19	Mr. SukkaBirijiya	Joint Secretary	Primitive Tribal Group & Education, Vikash Bharti
20	Gram Sabha Pradhan and Members		Chingri Village
21	Mr. Vinay Kumar Choubey, IAS	State Project Director	Jharkhand Education Project Council
22	Dr. A.J. Jayaseelan	Director	Jharkhand Space Application Centre
23	Mr. Ravindra Prasad	Deputy Secretary	Department of Environment and Forests
24	Mr. B.K. Sinha	Civil Works Manager	Sarva Shiksha Abhiyan
25	Mr. Sachin Kumar	State MIS Coordinator	Sarva Shiksha Abhiyan

No.	Name	Designation	Organization/Department
26	Mr. Deepak Upadhyay	Project Associate	GOI- UNDP state level support to Livelihoods Promotion Strategies- Jharkhand
27	Mr. Debasis Mohapatra	Livelihood Specialist	GOI- UNDP State level support to Livelihoods Promotion Strategies- Jharkhand
28	Members of NGOs/CSOs		Gram Swaraj Abhiyan (Network of NGOs and CSOs)
29	Mr. Sudhir Pal		Gram Swaraj Abhiyan
30	Dr. Sant Kumar Prasad	Assistant Director	Development Resource Centre, XISS
31	Ms. Shelly. J. Kerketta	District Facilitator	GoI-UN Joint Programme on Convergence
32	Bishnu Charan Prida	State Project Officer	Capacity Development for District Planning & Livelihood Promotion Project
33	Sanjay Basu Malik	Member	Jharkhand Jungle Bachao Andolan
34	Alistar Bodra		Tribal Community Member
35	Swami Shashankanand	Secretary	Ramakrishna Mission, Jharkhand
36	Sangram Besara	Deputy Secretary	Nagar Vikas
37	Ajay Kumar Singh, IAS	Commissioner	Mahatma Gandhi National Rural Employment Guarantee Scheme
38	Mr. Neelesh		Jharkhand State Watershed Mission-State Level Nodal Agency

ANNEXURE 3:

TENTATIVE DESIGN FOR TRAINING MANUALS

Resource Person Manual

- Credits
- Contents
- Abbreviations
- Glossary
- Objectives of the manual
- Resource person pre-requisites
- Intended users
- Directions for use of the manual
- Training specifications –
 - Registration format
 - Duration
 - Training type—residential or non-residential
 - Daily timings
 - Sitting arrangements
 - Venue specifications
 - Other facilities required at venue
 - Maximum and minimum number of participants
 - Group mix and gender mix
 - Training kit contents
 - Soft board/white board/black board requirements
 - Audio visual aids required
 - Instructions about group photo
- Overall Session Plan
- Session-wise break up of each session with following sub sections:
 - Title of session
 - Duration
 - Material required for session
 - Learning points from the session
 - Learning point-wise description of each point and content within
 - Introduction
 - Methodology for each learning point with description

- Copy of display (slides, charts, photos, etc.)
- Tips for resource people with methods for assessing & ensuring participants attention, understanding and retention
- Pre and post test format
- Session evaluation format
- Training evaluation format
- Sample certificate
- FAQs
- Bibliography
- Reference material
- CD/photos/charts/any other material to be used during the training to be kept in the front or back cover pockets designed for the purpose

Learner Manual

- Credits
- Contents
- Abbreviations
- Glossary
- Objectives of the manual
- Intended users
- Directions for use of the manual
- Overview of the topic
- Objective of the training
- Overall session plan
- Topic-wise break up of each topic with the following sub-sections:
 - Topic
 - Key learning points
 - Description of each point
 - Question and answer to assess learning
 - Objective at end of topic
- FAQs
- Bibliography
- Reference material
- CDs/photos/charts/any other material relevant for the training topic to be kept in the front or back cover pockets designed for the purpose

ANNEXURE 4:

POLICY GUIDELINES FOR SETTING UP COMMUNITY RADIO STATION, 2002

The guidelines are available on the following website:

http://mib.nic.in/writereaddata/html_en_files/crs/CRBGUIDELINES041206.pdf

Some of the highlights of the guidelines are:

1. Eligibility criteria for an institution, which is either a community based organization (including CSOs) or an educational institution, wanting to set up a community radio station according to the guidelines are as follows:
 - a. It should be explicitly constituted as a 'non-profit' organization and should have a proven record of at least three years of service to the local community.
 - b. The CRS to be operated by it should be designed to serve a specific well-defined local community.
 - c. It should have an ownership and management structure that is reflective of the community that the CRS seeks to serve.
 - d. Programmes for broadcast should be relevant to the educational, developmental, social and cultural needs of the community.
 - e. It must be a Legal Entity, i.e., it should be registered (under the Registration of Societies Act or any other such Act relevant to the purpose).
 - f. The following shall not be eligible to run a CRS:
 - i. Individuals;
 - ii. Political parties and their affiliate organizations (including students, women, trade unions and such other wings affiliated to these parties).
 - iii. Organizations operating with a motive to earn profit;
 - iv. Organizations expressly banned by the Union and State Governments.
2. The Grant of Permission Agreement is valid for 5 years and is non-transferable.
3. An applicant or organization will not be granted more than one permission agreement at one or more places.
4. Regarding content regulation and monitoring:
 - a. The programmes should be of immediate relevance to the community with emphasis on developmental, agricultural, health, educational, environmental, social welfare, community

- development and cultural programmes. It should reflect the special interests and needs of the local community.
- b. At least 50% of content shall be generated with the participation of the local community, for which the station has been set up.
 - c. Programmes should preferably be in the local language and dialect(s).
 - d. The Permission Holder shall have to adhere to the provisions of the Programme and Advertising Code as prescribed for All India Radio.
 - e. The Permission Holder shall preserve all programmes broadcast by the CRS for three months from the date of broadcast.
 - f. The Permission Holder shall not broadcast any programmes, which relate to news and current affairs and are otherwise political in nature.
 - g. The Permission Holder shall ensure that nothing is included in the programmes broadcast which:
 - i. Offends against good taste or decency;
 - ii. Contains criticism of friendly countries;
 - iii. Contains attack on religions or communities or visuals or words contemptuous of religious groups or which either promote or result in promoting communal discontent or disharmony;
 - iv. Contains anything obscene, defamatory, deliberate, false and suggestive innuendoes and half truths;
 - v. Is likely to encourage or incite violence or contains anything against maintenance of law and order or which promote anti-national attitudes;
 - vi. Contains anything amounting to contempt of court or anything affecting the integrity of the nation;
 - vii. Contains aspersions against the dignity of the President/Vice-President or the judiciary;
 - viii. Criticises, maligns or slanders any individual in person or certain groups, segments of social, public and moral life of the country;
 - ix. Encourages superstition or blind belief;
 - x. Denigrates women;
 - xi. Denigrates children;
 - xii. May present/depict/suggest as desirable the use of drugs including alcohol, narcotics and tobacco or any stereotype, incite, vilify or perpetuate hatred against or attempt to demean any person or group on the basis of ethnicity, nationality, race, gender, sexual preference, religion, age or physical or mental disability.
 - h. The Permission Holder shall ensure that due care is taken with respect to religious programmes with a view to avoid:

- i. Exploitation of religious susceptibilities; and
 - ii. Committing offence to the religious views and beliefs of those belonging to a particular religion or religious denomination.
- i. Transmission of sponsored programmes is prohibited except those sponsored by the Central and state government and other organizations broadcasting public interest information.
- j. Transmission of local events and business, advertisements is allowed for only 5 minutes per 1 hour of broadcasting.
5. The revenue obtained from the advertisements shall be utilized for the operational expenses and capital expenditure of the radio station. After meeting all the financial expenses of the radio station, the surplus may be ploughed into the primary activity of the CSO with prior written permission from the Ministry of Information and Broadcasting.
6. The Permission Holder is required to preserve recording of programmes broadcast during the previous three months failing which Permission Agreement is liable to be revoked.

ANNEXURE 5:

CRS EQUIPMENT COSTS

Equipment Costs For One Community Radio Station*		
Reference: http://mib.nic.in/ShowContent.aspx?uid1=2&uid2=3&uid3=0&uid4=0&uid5=0&uid6=0&uid7=0		
Equipment	Qty.	Costs (Rs)
Transmitter equipment		5,00,000
50/100 watt VHF FM transmitter	1 set	
Dummy load	1	
Low power VHF antenna	1	
RF Cable (RG-213)	40 m	
1 KVA online uninterrupter power supply system (UPS) with maintenance free batteries for 30 minutes backup	1	
30m pole/guyed mast	1	
Studio equipment		
Analog transmission cum recording stereo console	1	7,00,000
Semi-professional grade rack mountable CD player	2	
Phone-on programme console	1	
Stereo monitoring amplifiers	1	
Studio monitoring head phone	2	
Omni-directional microphones with table stand (condenser type)	2	
Uni-directional microphone (condenser type)	2	
Semi-professional stereo cassette player and recorder	1	
On air lamp with relay	1	
Miscellaneous cable and connectors	1 set	
Loud speakers (matched pair)	1 set	
Emergency lights	1 set	
Quartz clocks	1 set	
Patch cords (mono)	3 sets	
19" equipment rack (half)	1	
Miscellaneous furniture	LS	
Radio logger equipment	1 set	
Installation, testing, commissioning,	1 time	
Hardware and software training	1 time	
Consultancy charges	1 time	
Desktop computers (1 for in-charge + 2 for the editors+ 1 for accountant+ 1 for recording room+1 for broadcasting room+1 in reception area)	7	1,40,000
Printer (with scanning and photocopying facility) in the office room	1	7,000
Wi-fi router for office room	1	3,000
Digital camera	1	7,000
Video camera	1	13,000

Equipment	Qty.	Cost (In Rs)
Air conditioners (1 in broadcasting room and 1 in recording room)	2	44,000
Recording instruments	2	14,000
Telephone instruments (2 in office room + 1 at reception)	3	2,100
UPS system	1	3,000
Generator	1 set	60,000
LCD projector	1	40,000
Television	1	20,000
DTH connectivity for television channels	1	1,600
Total cost per CRS		15,54,700
Total cost for 20 CRS		3,10,94,000
Total cost for 50 CRS		7,77,35,000
Radio sets (Price Rs 250 per set) to be distributed to 20% of the total target households in the 16 districts covered by CRS	94,300	23,57,500

ANNEXURE 6:

CRS PHYSICAL INFRASTRUCTURE COSTS

Infrastructure Costs				
Facility	Description	Unit	Approximate area (in sq ft)	Construction costs (Rs)
Recording room	Sound proof room with air conditioner, recording equipment, microphones, etc. with capacity to take in 5–7 people, workstation for the technical operator	1	144	1,44,000
Broadcasting room	Sound proof room with air conditioner, audio equipment, with capacity to take in 5–7 people and a work station for the broadcaster	1	144	1,44,000
Office room	Workstations for 3 people—1 in-charge, 2 editors, with 2 computer with internet connectivity, printer, fan, tube lights, etc.	1	100	1,00,000
Reception area	1 workstation for a R&D person with computer, fans, lights, etc.	1	150	1,50,000
Waiting/meeting room	Capacity of 10–15, seating arrangements, white board, tables, lights, fans, etc.	1	300	3,00,000
Store room	Capacity to store musical instruments, electrical and electronic equipment, stationery, etc. with lighting	1	64	64,000
Pantry	With facilities for a microwave oven, utensils, refrigerator, wash basin, lighting, etc.	1	64	64,000
Wash room	Separate wash rooms for men and women; wash basin, faucet, water connection, Indian style commode	2	72	72,000
Super built up area	Passage area, open spaces—10% of the total area	1	128.5	1,28,500
Total carpet area			1,166.5	11,66,500
Total land requirement (considering the open space surrounding the building)	The assumption is that land will be provided free. No cost towards land procurement has been factored here		2,856	
Construction cost				11,66,550
Other associated costs				
Boundary wall and gate	Boundary wall surrounding the entire premises and a main gate			50,000
Open space development	Ground levelling, developing a garden, etc. (approximately 1% of the total construction cost)			11,665
Water storage tanks	Underground tank for water storage (approximately 2% of the total construction cost)			23,330

Infrastructure Costs				
Facility	Description	Unit	Approximate area (in sq ft)	Construction costs (Rs)
Electric wiring for entire premises	Approximately 1% of the total construction cost			11,665
Termite treatment	Approximately 0.5% of the total construction cost			5,832.5
Water proofing treatment	Approximately 0.5% of the total construction cost			5,832.5
Paint	Approximately 2% of the total construction cost			23,330
Water pipeline network for entire premise	Water pipeline from nearest main line and extended till the building(approximately 0.5% of the total construction cost)			5,832.5
Sewerage connection or soak pit and internal sewerage system	Sewerage connection to be connected to main area sewerage line or separate soak pit system for the entire premise. Also internal sewerage system(approximately. 0.5% of the total construction cost)			5,832.5
Total of associated cost				93,320
Construction cost				11,66,550
Total construction cost				12,59,870

ANNEXURE 7:

CRS HUMAN RESOURCE COSTS

Positions	Monthly Remuneration (Rs)	Units	Total Monthly Remuneration (Rs)	Total Annual Remuneration (Rs)
Overall in-charge	12,000	1	12,000	1,44,000
Broadcaster	8,000	1	8,000	96,000
Programme staff	4,000	2	8,000	96,000
Accountant	6000	1	6,000	72,000
Community volunteers				
Total cost			34,000	4,08,000

ANNEXURE 8:

CRS RECURRING COSTS

Fixed Recurring Costs			
Head	Description	Monthly costs (Rs)	Annual costs (Rs)
Power	Power (electricity) bill payments	3,000	36,000
Water	Water procurement costs if required and water taxes/charges	500	6,000
Equipment maintenance	Maintenance cost of electronic and electrical equipment	1,200	14,400
Infrastructure maintenance	Will include any repairs, replacements, additional procurements for furniture, civil works, etc.	1,000	12,000
Stationery and consumables	Will include all stationery items, printing stationery, consumables, cartridges, toners, CDs/ DVDs, etc.	1,000	12,000
Telephone costs	Telephone bills	1,500	18,000
Internet connectivity	Internet connectivity charges	1,000	12,000
Conveyance costs	Petrol allowance for two wheelers for programme staff and for the other staff	2,000	24,000
Housekeeping	Contract for complete housekeeping function for the entire premises	500	6,000
Newspapers and magazines	Daily newspapers and relevant magazines	300	3,600
Postage and courier		300	3,600
Meeting costs	Costs towards refreshments for meetings	1,500	18,000
Hospitality	Includes costs towards hospitality offered to guests, visitors, consultants, external faculties, etc.	1,500	18,000
Rental of DTH connectivity for TV		200	2,400
Performance costs	Honorarium given to performers from the community (considering payment of Rs 100 per participant per day from the community)	4,000	48,000
Total human resource cost	Salaries for staff members	34,000	4,08,000
Total Fixed Recurring Costs		53,500	6,42,000

ANNEXURE 9:

CRS PROGRAMME MIX/REVENUE MODEL

Programmes	Estimated time/ day (min)			Charges (Rs)	Revenue/day (Rs)			Revenue p.a. (Rs)		
	1st year	2nd year	3rd year		1st year	2nd year	3rd year	1st year	2nd year	3rd year
Infomercials, government announcements on election results, impending disasters and relief measures, government officials' speeches and announcements, etc.	20	35	40	5 per 10 second	600	1,050	1,200	2,19,000	3,83,250	4,38,000
Programmes on government initiatives, schemes, programmes, legislations (IEC/BCC)	30	60	90	500 per 30 minutes	500	1,000	1,500	1,82,500	3,65,000	5,47,500
Developmental programmes: Jingles, panel discussions, audio dramas, talks by ERs, messages by community leaders	90	120	160	0	0	0	0	0	0	0
Cultural programmes: Folk songs, local stories, etc.	60	90	120	0	0	0	0	0	0	0
Social announcements of local events like birthdays, weddings, matrimonial ads, best wishes for examinations, festivals	10	10	10	2 per 10 seconds	120	120	120	43,800	43,800	43,800
Corporate sponsored public interest advertisements	5	10	20	100 per 10 seconds	3,000	6,000	12,000	10,95,000	21,90,000	43,80,000
Local business advertisements	10	20	20	5 per 10 second	300	600	600	1,09,500	2,19,000	2,19,000
TV and newspaper news	15	15	20	0	0	0	0	0	0	0
Total	240	360	480		4,520	8,770	15,420	16,49,800	32,01,050	56,28,300

ANNEXURE 10:

MOBILE VAN HUMAN RESOURCE COSTS

Human Resource cost per Mobile Van				
Position	Monthly remuneration (Rs)	Unit	Total monthly remuneration (Rs)	Total yearly remuneration (Rs)
Facilitator	8,000	1	8,000	96,000
Outreach worker	6,000	2	12,000	1,44,000
Driver	3,000	1	3,000	36,000
Total	17,000	4	23,000	2,76,000

ANNEXURE 11:

MOBILE VAN RECURRING COSTS

Mobile Van Recurring Costs			
Item	Description	Monthly cost (Rs)	Yearly cost (Rs)
Rental costs	Renting the mobile van with full equipment	80,000	9,60,000
Petrol cost	Considering 50 kilometres of travel by a van every day and diesel price at Rs 38 per litre, the mileage is 8 km/litre	5,320	63,840
Lodging and boarding	Rs 200 per day per person for 4 people	17,600	2,11,200
Human resource cost	1 facilitator, 2 outreach workers, and 1 driver	23,000	2,76,000
Total cost		1,25,920	15,11,040

ANNEXURE 12:

IEC PLAN

Item	Description	Production cost of IEC material		
		Cost per unit (Rs)	Unit	Total Cost (Rs)
Movies	Short movies of 5 minutes duration in the local language covering various aspects of Panchayati Raj system	80,000	20	16,00,000
Audios	Songs, jingles, dramas about various aspects of the Panchayati Raj system	20,000	40	8,00,000
Flip charts	Medium size on plastic fabric	200	18,099*	35,00,000
Posters	Coloured posters showing pictures, slogans	100	17,500	17,50,000
Fliers	Printed papers containing information regarding Panchayati Raj, government schemes, community radio, etc.	0.2	1,75,000	35,000
Wall painting	Wall paintings related to various aspects of the Panchayati Raj system in each Gram Panchayat of size 5'4 feet	300	3,500	10,50,000
	Total cost	1,00,600.2		59,35,000

TRAINING REPOSITORY FOR PANCHAYATI RAJ

Capacity Development for Local Governance

<http://www.pri-resources.in>



The screenshot shows the homepage of the Training Repository for Panchayati Raj. At the top left is the Government of India logo and the text 'पञ्चायती राज' and 'Ministry of Panchayati Raj Government of India'. At the top right is the UNDP logo with the text 'Empowering local institutions'. The main title 'Training Repository for Panchayati Raj' and subtitle 'Capacity Development for Local Governance' are centered. Below the title is a navigation menu with links: Home, Resource Material, Resource Persons, Resource Organisations, Training Courses, Useful Links, UNDP, and MoPR. A large image on the left shows a group of women in colorful saris sitting on a mat, looking at a document. To the right of this image is a 'Participate' button, a 'Sign in' button, and a 'Hindi Version' button. Below these buttons is a text box stating: 'This repository is a one-point resource centre which can be accessed by institutions and individuals involved in training representatives of Panchayati Raj Institutions.' Below the text is a 'CDLG Project' button and an illustration of a tree with people sitting around it. At the bottom of the page is a search bar with a 'Go' button. Below the search bar are two columns: 'National Level Institutions', 'State Level Institutions', 'Other Government Institutions', and 'NGOs/Other Institutions' on the left; and 'Highlights' and 'Top Readings' on the right. The 'Highlights' section lists: 'Regional Workshops for sharing experiences - PRI CB&T planning & delivery' and 'Reference Guide for Outsourcing PRI Capacity Building and Training (CB&T) Related Activities'. The 'Top Readings' section lists: 'Module for Master Trainers/State Level Resource Persons/District Level Resource Persons, NIRD, Hyderabad' and 'Trainers Manual on Direct Trainers Skill, SIRD, Orissa'.

The repository is an online resource centre to facilitate sharing and use of information and resources developed by various government and non-government agencies to help build capacities of the elected representatives and functionaries associated with the Panchayati Raj Institutions (PRIs) in the country. It has databases related to training materials, resource persons, academic programmes, and other useful links

**Ministry of Panchayati Raj
Government of India**

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