



Status Report

PRI Capacity Building & Training (CB&T) in India Learning from experience sharing regional workshops



Ministry of Panchayati Raj
Government of India

June 2011

<http://panchayat.gov.in>

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Foreword

Ministry of Panchayati Raj (MoPR) has the challenge of meeting the capacity building and training (CB&T) related requirements 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 under various schemes of the ministry including BRGF, RGSY and PMEYSA to conduct training programmes as per the *National Capability Building Framework* (NCBF).

Traditionally, training institutions such as SIRDs, PRTIs, ETCs, PTCs have been involved in delivering scheme-specific training programmes. A number of NGOs have also been active in undertaking activities aimed at strengthening functioning of the Panchayat bodies. However, even the combined strength of government training institutions and NGOs would meet the target by fraction. Therefore, while continuing its efforts to strengthen the training institutions to enhance their CB&T delivery capabilities, MoPR has been keen to undertake capacity assessment (CA) of the States in implementing NCBF targets and encouraging them to outsource the CB&T programmes to the capable service providing agencies.

A variety of CB&T delivery approaches, training materials and methodologies, handholding support techniques, and technologies are being used across the country. Recognizing the importance of *Training Needs Assessment (TNA)* while designing and re-designing the CB&T programmes, including materials and methodologies, some States have been undertaking TNA of their target groups at regular intervals. For training delivery, while some States have developed a pool of trainers at the State, district and block levels, others have developed unique arrangement with a network of NGOs and other private service providers.

This *Status Report: PRI Capacity Building and Training in India* is an outcome of the rounds of Regional Workshops organized by MoPR under the MoPR-UNDP CDLG project annually since 2009. It consolidates the status of various strategies adopted by the States and Union Territories (UTs) in the realm of PRI CB&T and their outcomes, which, I believe, is a unique effort of its kind. Key recommendations of the Regional Workshops include:

- PRI CB&T should be steered under the overall leadership of the PRDs in States and UTs, with focus on ensuring 100% coverage every year as part of a five perspective plan aligned to the election cycle.
- Attention should be paid to develop and strengthen the institutions dealing with PRI related issues at various levels such as State, District and Block level. At the same time, States should consider outsourcing as a strategy to augment their capacity to deliver PRI CB&T.
- The States should ensure direct transfer of CB&T funds to the training institutions to avoid delays in the availability of funds. Utilization certificates should be prepared by the auditors.
- Training materials should be based on training needs assessment (TNA) and must be approved by the State PRDs to ensure uniformity across the State, with local variations, where required, and a particular focus on ERs from disadvantaged groups.
- Specific attention should be paid to CB&T monitoring and impact evaluation by engaging suitable professionals from prominent academic institutions.

- Exposure visits for both the faculty of the training institutions and PRI functionaries/ERs should be organized with particular attention to the selection of participants, specific purpose of visit, and a clear follow up action.
- States should undertake an assessment of the State as a whole to develop the capacities of PRIs to enhance their effectiveness, which may require addressing issues that go beyond the PRI CB&T planning and delivery.

I hope the States/UTs and all stakeholders engaged with the task strengthening the capabilities of the PRIs would find this status report a useful reference to further learn from each other's experiences and improve their PRI CB&T related strategies and approaches.



A.N.P. Sinha
Secretary
Ministry of Panchayati Raj

Preface

While the Panchayati Raj Institutions (PRIs) continue to get increasingly involved in planning and execution and monitoring of the various public schemes and programmes, considering the large numbers of elected representatives (about three million) associated with the PRIs in the country, their capacity building and training (CB&T), particularly in an on-going manner, poses a challenge. The good news is that a concerted effort by MoPR, State Panchayati Raj Departments (PRDs), working in partnership with the SIRDs and PRTIs, is showing positive results. The PRI elected representative (ER) training coverage has improved from about 34% in 2008-09 to 37% in 2009-10 to more than 67% in 2010-11. Furthermore, the total number of ERs and functionaries trained put together has moved from about 1.5 million in 2008-09/2009-10 to over 2.4 million in 2010-11.

To bring focus on PRI CB&T, MoPR since 2009 initiated an annual cycle of PRI CB&T Regional Workshops involving all the States and UTs with support from MoPR-UNDP CDLG project. These workshops provide an excellent platform to discuss the preparedness and performance of the States and UTs. In 2009, three regional workshops were held in Gangtok, Shimla, and Goa, with a particular focus on PRI CB&T Planning, with a clear message going from MoPR that planning must be for 100% coverage in a given year and as per the guidelines of the NCBF. Workshop discussions were further complemented with one to one hands-on support by MoPR on improving the State-specific training plans and delivery mechanisms and ensuring regular and systematic reporting from the States to MoPR on issues related to PRI CB&T funding and programme implementation.

In the second round of its annual PRI CB&T workshop series in 2010, MoPR held three workshops in Goa, Udaipur, and Lucknow during November and December, which were attended by senior officers from the State PRDs and State training institutions such as SIRDs and PRTIs, who were directly engaged in PRI CB&T planning and delivery. The focus was on the use of CB&T delivery approaches, training materials and methodologies, handholding support techniques, and information and communication technologies (ICT) in PRI CB&T in States and UTs. They also provided a platform to share experiences and lateral learning. The States were asked to submit data to MoPR on a standard *Factsheet* and focus on some key points in their presentation, including: *overall status of PRI CB&T in the State, state-specific PRI CB&T strategy/approach, use of training and reference materials, need and evidence based training design, use of modern technology, provision of handholding support, exposure visits and study tours, and specific interventions focusing on strengthening the functioning of gram sabhas*. The intention was to develop a database of information which could provide a comparative view of the status of PRI CB&T programme implementation across the States and UTs in the country. This report is the result of this effort, which for the first time brings the status of various aspects of PRI CB&T in the country under one cover.

The ideas developed during the regional workshops are presented under the following broad areas: *PRI capacity building and training (CB&T) planning and delivery, Institutional support for CB&T/Panchayati Raj, Fund flow management for PRI CB&T, PRI CB&T–Training material development, PRI CB&T management support, Study/exposure visits, HR support for PRI CB&T, PRI CB&T special focus areas, Issues for MoPR's consideration, and Issues specific to select States*. Under each of these key areas, a set of

recommendations have been provided which are placed in the report under the consolidated summary of the recommendations of the three workshops (*Annexure 4*). The status of implementation of these recommendations is being reviewed with the States/UTs during the current round of regional workshops (May–June 2011).

I would like to thank Mr Sanjeev Sharma, National Project Manager, MoPR-UNDP CDLG Project and Dr. Ketan Gandhi, Raman Development Consultants, for their contributions in preparing this report, and other CDLG team members, Ms Arunima Sen and Ms Komal Bhatia, for their assistance in organising the workshops. My thanks are also due to Mr Pradeep Bhatnagar, Under Secretary (MoPR) and Mr Girish Vasisht, Consultant (MoPR) who have reviewed the draft of the Report thoroughly and provided useful comments.



Sudhir Krishna
Special Secretary
Ministry of Panchayati Raj

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ACRONYMS

APARD	Andhra Pradesh Academy of Rural Development
BRGF	Backward Region Grant Fund
CA CDS	Capacity Assessment and Capacity Development Strategy
CB&T	Capacity Building & Training
CDLG	Capacity Development for Local Governance
CSO	Civil Society Organisation
DoPT	Department of Personnel and Training
DPC	District Planning Committee
ER	Elected Representatives
EWR	Elected Women Representatives
FAQ	Frequently Asked Questions
ICT	Information Communication Technology
IEC	Information, Education and Communication
IT	Information Technology
M&E	Monitoring & Evaluation
MIS	Management Information System
MoPR	Ministry of Panchayati Raj
NCBF	National Capability Building Framework
NGO	Non-Government Organisation
NIRD	National Institute of Rural Development
PESA	Panchayat Extension to Scheduled Areas
PMEYSA	Panchayat Mahila Evam Yuva Sashaktikaran Yojana
PMU	Project Management Unit
PPP	Public Private Partnership
PRI	Panchayati Raj Institutions
PRTI	Panchayati Raj Training Institute
NILG	National Institute for Local Governance
RCB	Regional Centre in Bangkok
RDC	Raman Development Consultants P. Ltd.
RGSY	Rashtriya Gram Swaraj Yojana
RTI	Right to Information
SATCOM	Satellite Communication
SIPR	State Institute of Panchayati Raj
SIRD	State Institute of Rural Development
ToT	Training of Trainers
UC	Utilisation Certificate
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UT	Union Territory
ZP	Zilla Panchayat



1.0 INTRODUCTION

The 73rd and 74th Constitutional Amendments ushered in the Panchayati Raj in India. The guiding principles include strengthening people's ownership and participation in local governance and decisions affecting their lives, and rights based approaches and transparency in public administration. The Panchayati Raj, with a three tier structure consisting of the gram Panchayat, block Panchayat and zilla Panchayat has since then been established in India with state specific differences in the State/UTs' Panchayat Acts. However, after evaluation of the actual implementation, it seems that the Panchayati Raj Institutions (PRIs) still have a long way to go in becoming strong, inclusive and democratic institutions in the spirit of the constitutional amendments. Various systemic and social constraints have been affecting this; however a major factor has been the weak capacities of the elected representatives in understanding and implementing the spirit of the constitutional amendments. Many of the elected representatives of India's PRIs are illiterate and semi-literate. A large number of these are first timers and more than one third are women. With the poor literacy rate among elected representatives, negligible knowledge about PRIs and no operational skills required for local governance, the effective establishment of PRIs as a strong node for local governance remains a distant reality.

The Seventh Round Table of the State Ministers of Panchayati Raj at Jaipur, Rajasthan in December 2004 recognised that the Capacity Building & Training (CB&T) of elected representatives and support functionaries of PRIs was a major intervention to strengthen the PRIs and make them effective units of local governance. Subsequently, the MoPR prepared a National Capacity Building Framework (NCBF) in July 2006, which emphasised a comprehensive approach to CB&T and 100 per cent coverage of PRI stakeholders. The MoPR has been proactively focusing on the CB&T of PRI stakeholders since then and has also been assisting States through schemes like the BRGF, RGSY and PMEYSA as well as through need based support as and when required. However, CB&T of PRIs remains a huge challenge with nearly three million elected representatives in the country. Most of the States did not possess the adequate wherewithal, in terms of physical infrastructure, soft infrastructure, technical expertise and management capabilities, to address the challenge of covering the huge volumes of elected representatives and support functionaries as per the guiding framework provided in the NCBF. Till 2008, none of the States could achieve the basic criteria of 100 per cent coverage of all elected representatives and support functionaries at least for one training input.

In May 2009, MoPR constituted an Inter-Ministerial Standing Committee on Capacity Building and Training (CB&T) of PRIs by involving MoRD, MoUD and DoPT. In the first meeting of the Standing Committee held on 27-28 May 2009 at NIRD, Hyderabad, the issue of the capacity of the State Training Institutions (STIs) such as the State Institutes of Rural Development (SIRDs) and Panchayati Raj Training Institutes (PRTIs), to meet the challenge was discussed in detail. It was felt that there was a need to engage States/UTs more frequently on this issue to ensure better PRI CB&T planning and deliver and more systematic reporting between State Panchayati Raj Departments (PRDs), SIRDs and MoPR. In addition, the Standing Committee recommended that MoPR should undertake the assessment of the State as a whole to implement the NCBF under the MoPR-UNDP Capacity Development for Local Governance (CDLG) project.



As a follow-up action, MoPR initially launched the assessment of the capacity of the Chhattisgarh State to implement the NCBF with the help of the UNDP experts supported by experts from some prominent national level institutions, such as ASCI, IIPA, IRMA, KILA, LBSNAA, NIRD, and YASHADA. Subsequently, such capacity assessment (CA) exercise was launched in six other States, including Bihar, Jharkhand, Madhya Pradesh, Orissa, Rajasthan, and Uttar Pradesh, under the CDLG Project, involving the experts who had participated in the Chhattisgarh CA exercise. The exercise has resulted in developing comprehensive Capacity Assessment and Capacity Development Strategy (CA-CDS) reports for seven CDLG project focus States, including Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Orissa, Rajasthan and Uttar Pradesh, which offer detailed roadmaps for implementing the NCBF.

At the same time, to engage with the State PRDs more closely on the PRI CB&T issue, in September 2009 MoPR decided to organize a series of three Regional Workshops to examine the training plans of various States and what they had been achieving over the previous years. Individual State-specific training plans were discussed in details and hand-holding support was provided on further improving the PRI CB&T plans with the objective of meeting the 100% coverage target every year, as per the NCBF. Immediately after the workshops, the PRD officials were invited to attend follow-up meetings in Delhi to clear all doubts concerning their annual CB&T entitlements under the BRGF and RGSY, the guidelines to be followed while preparing proposals, necessary documentation including the utilization certificates and the implementation plans. Sustained follow-up communication from MoPR ensured that PRI CB&T stayed on the top of the agenda for the State PRDs.

Recognising the constraints of the STIs to conduct training for large numbers of elected representatives (ERs) and functionaries, MoPR conceived and recommended to prompt the States and UTs to consider outsourcing as a strategy to address the huge and unattended challenge of providing CB&T services. A PRI Business Meet was held in Delhi in January 2010 with the intention to bring together the officials from State PRDs, as the Service Seekers, and the representatives of organizations that were interested to get involved in the PRI CB&T programme implementation, as the potential Service Providers. The event received participation from about 25 States and UTs and over 100 service providing agencies. To provide the necessary hand-holding support to the PRD officials on making sense of the PRI CB&T outsourcing, MoPR prepared and formally released a reference guide which is being widely disseminated across the country.

As a sequel to the 2009 Regional Workshops, MoPR followed the direct engagement with the States/UTs again in November-December 2010 by holding the second round of three annual Regional Workshops. In 2010 the focus was brought on delivery of the PRI CB&T programmes, and the States were asked to report along a set of definite parameters to capture what was being undertaken in various States under the broad heading of PRI CB&T. To continue with its efforts to stay engaged with the States/UTs, in 2011 MoPR decided to hold the three annual Regional Workshops a bit early in the financial year, May - June 2011, so that States/UTs have ample time to deliver on their annual commitments in the area of PRI CB&T. The outcome of the 2011 Regional Workshops is documented separately.



The introduction of NCBF in 2006, followed by the annual cycle of direct engagement through these Regional Workshops with particular focus on PRI CB&T planning and delivery, helped to bring about a significantly increased focus on CB&T, and has mainstreamed the PRI CB&T issue across the country. A variety of PRI CB&T delivery approaches, training materials and methodologies, handholding support techniques, and technologies are now being used across the country by different States/UTs. These annual cycle of workshops provides an opportunity for experience sharing and horizontal learning among the participating States. It is also creating a sense of competition among the States to perform better than others on the issue of PRI CB&T.

This document is an outcome of the annual Regional Workshops held in 2010 and the subsequent information received from the States and UTs concerning the PRI CB&T data until 31 March 2011. For the first time ever, this document brings together under one cover a variety of initiatives undertaken by the State/UTs PRDs towards building capabilities of the elected representatives of the PRIs, providing an overview of the status of the PRI CB&T activities in the country and a comparative view of various activities across the States/UTs. It also provides a brief outline of State/UT-wise PRI CB&T efforts, while highlighting areas of concern, action points, the States' expectations from the MoPR and emerging contours for the PRI CB&T as they emerged from the Regional Workshops.



2.0 REGIONAL WORKSHOPS: EXPERIENCE SHARING AND MUTUAL LEARNING

Under the MoPR-UNDP CDLG Project, MoPR organized three Regional Workshops for sharing experiences in the area of PRI CB&T programme planning and delivery at Goa, Udaipur, and Lucknow during November – December 2010. While in a similar workshops in 2009, the focus was on training preparedness and planning for PRI CB&T, the 2010 workshops focused on the delivery and achievements by the States and UTs. Each workshop involved about nine to ten States/UTs and the participants included PRD Principal Secretaries/ Secretaries and SIRD Directors or the officers nominated by them.

The workshops were chaired by Dr. Sudhir Krishna, Special Secretary (SS) (MoPR) and the National Project Director, MoPR-UNDP CDLG Project. Shri A.N.P Sinha, Secretary (MoPR) also attended the workshop in Lucknow and shared his vision about the PRI CB&T. The list of participants for the three workshops is attached as Annexure 1. The workshops were of two days duration, which included leading presentation by MoPR, the CDLG project, key resource persons, and the States/UTs on the status and their plans for CB&T. The second day involved presentations by invitee resource persons, group discussions on strengthening CB&T and identifying specific action points by each State for the same. The agenda for the three workshops is attached as Annexure 2.

Shri A.N.P Sinha, Secretary, MoPR while sharing his vision about CB&T in PRI at the Lucknow Workshop urged the States to focus on developing local resources for bringing sustainability and also advocated outsourcing for addressing immediate needs. He asked the SIRDs/PRTIs to take up the role of a think-tank for PRI CB&T. He also pressed on the need for action research to explore innovations in CB&T. He urged the Secretaries (PR), Directors (PR) and Directors (SIRD) to take up a proactive leadership role for building the capacities of PRIs in the States. He also formally released the 'Reference Guide for Outsourcing PRI CB&T Related Activities' published by the MoPR with support from the CDLG Project. The document has since been widely disseminated across the country and among the officers of the key central ministries and other non-government organizations.

Dr. Sudhir Krishna, SS (MoPR), in his keynote address during the three workshops, outlined the framework for the CB&T activities. He emphasised the need to plan and deliver the CB&T activities based on the existing levels of devolution. He also emphasised on the need to utilise various CB&T strategies other than training, particularly ICT usage, newsletters, helplines, exposure visits etc. He encouraged the States to identify and develop learning sites within the State. Referring to the 'Capacity Assessment and Capacity Development Strategy' (CA-CDS) reports for the seven CDLG project focus States, he stressed upon the need to conduct similar studies in other States as well to help further strengthen the capacities of the states to implement NCBF. During the course of the workshop, he attended to the State presentations in great detail, and provided comments for improving their funding proposals, reporting and feedback mechanisms, and their preparedness to deliver the planned training programmes in a time bound manner and with a target of 100% coverage.



Mr. Sanjeev Sharma, National Project Manager (NPM), MoPR-UNDP CDLG Project, made a comprehensive presentation covering a number of issues that impact the planning and delivery of the PRI CB&T programmes. He emphasized on the need to have comprehensive CA-CDS studies undertaken in all the States, as the findings may help in developing State-specific strategies on implementing the NCBF and address the challenge of large numbers with attention to quality aspects and impact of the programmes. He provided insights into MoPR's approach towards the outsourcing initiative and emphasized the need to professionalize the PRI CB&T by expanding the pool of players in this arena. Referring to the outsourcing guide he drew attention to the bundle of outsourceable activities that come under the broader title of PRI CB&T gambit. Furthermore, he introduced the online Training Repository for Panchayati Raj (www.pri-resources.in) developed to make the variety of training materials collected from across the country available at one platform, encouraging States to register on the repository and make use of the variety of resources placed there, including guiding documents, films, training materials, charts, booklets, information on trainers, service providing agencies, and courses provided by select institutions. He also advised the participants to contribute ideas and materials for enriching the repository. Mr. Sharma mentioned various research oriented initiatives undertaken under the CDLG project, including the detailed project reports (DPR) for the proposed National Institute for Local Governance (NILG) and the evaluation of the RGSY scheme, which have been completed, and other which are in process such as the working manual for village level development management and planning and the CA-CDS reports. He added that, to address the quality aspects of the PRI CB&T programmes, MoPR is working on the initiatives concerning the National Level Monitors for monitoring PRI CB&T and also developing a monitoring and impact evaluation (M&IE) reference guide. Referring to the Solution Exchange – Decentralization Community, he informed the participants that it is an excellent online tool to collect feedback on any issues concerning PRI CB&T from practitioners in this area, and encouraged them to register for receiving a regular feedback, and also create awareness about it in the States. He particularly underlined the need for giving focused attention to the training needs of the disadvantaged groups such as women and SC/ST elected representatives and monitoring the impact of the training interventions.

Dr. Phani Kumar, the then Director AMR-APARD, and currently Director General, Centre for Good Governance (CGG), Hyderabad, was invited as a resource person to talk about the usage of ICT for CB&T and innovative technologies utilised in the PRI CB&T. He made a presentation on collaborative learning, focusing on the application of ICT for improving the quality and coverage of the CBT efforts.

Dr. Ketan Gandhi, Raman Development Consultants (RDC), Ahmedabad was invited as a resource person to speak on CA-CDS and outsourcing in PRI CB&T. He shared the overall framework of the CA-CDS study used by the RDC team in the States of Bihar, Orissa and Jharkhand. In addition, he explained why and how outsourcing should be used as an effective strategy to address the huge CB&T needs of the States. He also provided an overview of various steps involved in outsourcing in PRI CB&T.

Dr. Anita, Professor (IGPR&GVS), Rajasthan was invited to share Rajasthan's experience of PRI CB&T particularly 100 per cent coverage in three to four months in the cascading mode.



She shared Rajasthan's experience on the implementation of the systematic approach to training during the past 10 years.

In each of the workshops, the States were asked to provide the names of panchayats that are known for having done some good work, which could be developed into learning/demonstration sites for others. The State-wise list of best performing panchayats, as indicated by the officers representing State PRDs and SIRDs, is available as Annexure 3.

The recommendations from the three Regional Workshops, as crystallised by the MoPR, have been presented under the following key areas:

- PRI capacity building and training (CB&T) planning
- Institutional support for CB&T/Panchayati Raj
- Fund flow management for PRI CB&T
- PRI CB&T – training material development
- PRI CB&T management support
- Study/exposure visits
- HR support for PRI CB&T
- PRI CB&T special focus areas
- Issues for MoPR's consideration
- Issues specific to select States

Under each of these key areas, a set of recommendations have been provided which have been presented as Annexure 4.



3.0 OVERVIEW OF PRI CB&T STATUS IN INDIA

Since 2008, the focus on PRI Capacity Building and Training (CB&T) has increased significantly. Various States/UTs have made varied degrees of progress in meeting the CB&T targets, increasingly in tune with the NCBF and, in the process, come up with a variety of approaches and initiatives for PRI CB&T. This section attempts to provide an overview of the status of PRI CB&T efforts in India across different States as well as identifies areas of concern and action points required for the effective implementation of CB&T and attain 100 per cent coverage. This section discusses the status of CB&T in PRI in India under the following key functional areas, which are crucial for the effective implementation of CB&T.

- Training coverage
- Capacity assessment (CA) and training needs assessment (TNA)
- Extent of addressing gender issues in CB&T and CB&T needs of EWRs
- Training implementation (scheduling & information, logistics & mode of delivery)
- Training monitoring & evaluation
- Training software development
- Local resources development
- Focus on holistic capacity building (newsletter, helpline, exposure visits etc)
- ICT usage in PRI CB&T
- Use of outsourcing as a resource mobilisation strategy

3.1 Training Coverage

CB&T in Panchayati Raj is a huge challenge and the sheer volume of the target group makes it a task of enormous magnitude. The training load of elected representatives for each of the States/UTs is indicated in Table 1. MoPR has been stressing on the need for providing at least one round of training to all (100%) the elected representatives and support functionaries every year. While this has helped the overall training coverage to improve significantly, it still needs to be strengthened considerably, particularly from the quality aspects as well. The State-wise training coverage of the elected representatives for 2008-09, 2009-10 and 2010-11 is indicated in Table 1 as well.

It is evident that a majority of the States have not been able to achieve 100 per cent training coverage so far, barring Andhra Pradesh, Chhattisgarh, Punjab, Assam and Sikkim. West Bengal, Kerala, Madhya Pradesh, Manipur and Tripura are close with more than 90% coverage during 2010-11. Andhra Pradesh has consistently been demonstrating a high training coverage. Rajasthan has demonstrated an effective strategy for coverage through the systematic orchestration of the resources at the State, district and block level, coupled with a high degree of commitment from all sources. Madhya Pradesh similarly, set an example of strong planning and resource orchestration and demonstrated strength in simultaneously conducting multiple training batches in all the blocks across the State through organised institutional resource machinery. Karnataka demonstrated a good coverage in 2009-10 through SATCOM based training. However, the coverage in the current year stands less than 100% at 82.35%. Some of the States like Chhattisgarh, Assam, Bihar, Haryana, Punjab, Orissa, Madhya Pradesh and Maharashtra have demonstrated a significant increase in the training coverage during 2010-11. Bihar has demonstrated a quantum leap in training coverage of PRI elected representatives and has achieved over 57% coverage, with the help of large pool of State and



Table 1: Status of PRI CB&T for Elected Representatives (ERs): 2008 – 2011

S. No.	Name of state/ UT	Total Number of ERs	Training Coverage (2008-09)		Training Coverage (2009-10)		Training Coverage (2010-11)	
			Number	%	Number	%	Number	%
1	A&N Islands ^a	876	0	0	0	0	70	8
2	Andhra Pradesh	261000	189780	73	346214	133 ^b	309232	118 ^b
3	Arunachal Pradesh	9427	3625	38	3122	33	543	6
4	Assam	25436	25830	97	17505	69	27349	108 ^b
5	Bihar	130091 ^c	134397	103 ^b	0	0	74586	57
6	Chandigarh ^a	187	28	15	0	0	12	6
7	Chhattisgarh	160548	10120	6	29054	18	186379	116 ^b
8	D&N Haveli ^a	125	0	0	0	0	0	0
9	Daman & Diu ^a	97	0	0	0	0	0	0
10	Delhi	NA	NA	NA	NA	NA	NA	NA
11	Goa	1557	200	13	1013	65	738	47
12	Gujarat	114187	80389	70	29626	26	64996	57
13	Haryana	68012	83061	122 ^b	36007	53	59505	87
14	Himachal Pradesh	27832	3272	12	11873	43	10675	38
15	Jammu & Kashmir	38283	NA	NA	NA	NA	NA	NA
16	Jharkhand	53466	0	0	0	0	0	0
17	Karnataka	96090	108533	113 ^b	85524	89	79131	82
18	Kerala	21682	60123	277 ^b	64121	296 ^b	21084	97
19	Lakshadweep ^a	110	77	70	19	17	0	0
20	Madhya Pradesh	417346	65459	16	154284	37	379412	91
21	Maharashtra	233106	46765	20	55160	24	92950	40
22	Manipur ^a	7535	1792	24	4317	0	6919	92
23	Meghalaya	30530	0	0	9769	32	11857	39
24	Mizoram	3406	1293	38	0	0	1162	34
25	Nagaland ^a	NA	NA	NA	NA	NA	NA	NA
26	Orissa	100864	5430	5	39177	39	54172	54
27	Puducherry ^a	1011	0	NA	0	NA	57	6
28	Punjab	84138	35208	42	68138	81	89443	106 ^b
29	Rajasthan	130185	55096	42	72029	55	104148	80
30	Sikkim	1001	1555	155 ^b	397	40	1321	132 ^b
31	Tamil Nadu	117716	45547	39	8786	7	80603	68
32	Tripura	5676	2851	50	1060	19	5502	97
33	Uttar Pradesh	771661	24703	3	53451	7	246776	32
34	Uttarakhand	61558	335	1	82	0	34101	55
35	West Bengal	51423	26580	52	11287	22	52754	103
	TOTAL	3026162 ^d	1012049	33	1101996	36	1995477 ^e	66

Note:

^a These States/UTs did not participate in the PRI CB&T Regional Workshops in 2010-11.

^b Total number of participants from all the training programmes conducted during the year, in which some participants may have been repeated, thus making the total more than 100%.

^c The figure includes ERs at the PRI level only. Bihar's unique Gram Katchehari system has additional same number of ERs as in case of ERs at the Gram Panchayat level.

^d While the total number of ERs shows slight variation from year to year, it may be noted that large numbers have been added due to PRI election in Jharkhand. The percentage of trained ERs is calculated using the latest figures.

^e Total number of ERs and functionaries put together has changed from 1524059 in 2008-09 to 1481351 in 2009-10 to 2444711 in 2010-11. For details of training figures from 2006-07 to 2010-11, please see Annexure-5.



district level resource persons. However, this figure does not include the *gram katchabry* elected representatives that are unique to Bihar. Chhattisgarh achieved a coverage of 116% which is a quantum leap from coverage during 2009-10. Orissa similarly has significantly increased the training coverage through the strategy of hiring the services of 82 CSOs across the State to implement training. Maharashtra also has taken up outsourcing of the training implementation by bringing on board about 74 service providers across the State and achieved 39.87% coverage during 2010-11.

However the training coverage, particularly in States with large volumes of elected representatives like Uttar Pradesh, Uttarakhand, Bihar, Gujarat, Orissa and Maharashtra is still a challenge and a matter of concern. These six States comprise about 15.42 lakhs of the total elected representatives i.e. almost half of the entire country (48.9%). The total coverage in 2010-11 in these six States has been 5.67 lakhs which is 36.8%. These being significantly large States, require a comprehensive package of strategies, identified cadre of resource teams and sound micro-planning to achieve the huge task of 100 per cent coverage. However, the States are lagging behind in the above requisites, which is a matter of concern.

Smaller States like Arunachal Pradesh, Himachal Pradesh, Meghalaya and Mizoram also report a considerably low coverage and need to put in a lot of effort on how to achieve the target of 100 per cent coverage. Bihar still has to go a long way in terms of 100 per cent coverage even though it has initiated systematic training covering large numbers through an established cadre of resource persons. Panchayati Raj elections are being held in Jharkhand and Jammu & Kashmir after a long gap of 32 years and they face a huge challenge as they have practically no PRIs in place.

The emerging scenario thus calls for a quantum leap from the States in terms of overhauling the entire service delivery machinery for PRI CB&T.

Table 2: PRI CB&T Status 2010-11: Achievements, areas of concern & action points

Key Achievements	Areas of Concern	Action Points
<ol style="list-style-type: none"> 1. 100% coverage in Andhra Pradesh, Assam, Chhattisgarh, Punjab and Sikkim 2. More than 90% coverage in Kerala, Madhya Pradesh, Manipur, Tripura, and West Bengal 3. Development of capacities to achieve large coverage within a short time demonstrated by Rajasthan 4. Capability to simultaneously organise 1000-1200 trainings across States as demonstrated by Madhya Pradesh 5. Usage of SATCOM for wide coverage as demonstrated by Karnataka in 2009-10 6. Significant increase in training coverage in States like Chhattisgarh, Orissa, Madhya Pradesh, Maharashtra, Bihar, Haryana, Assam and Punjab 	<ol style="list-style-type: none"> 1. Low coverage in six large volume States of UP, UK, Gujarat, Bihar, Orissa and Maharashtra (36.8%) 2. Challenge of coverage in J&K and Jharkhand 	<ol style="list-style-type: none"> 1. Each State to have a comprehensive and actionable plan for 100% coverage every year 2. Coverage of all PRI members to be ensured as per NCBF



3.2 Capacity Assessment and Training Needs Assessment

While PRI CB&T has been a huge and challenging task for all the States, it is equally important to assess and build the States' capacity to address the CB&T load. Under the MoPR-UNDP CDLG Project, the MoPR undertook a State level capacity assessment study for Chhattisgarh in August 2009. The study was led by a UNDP-RCB team, with support from select experts invited from some of the prominent institutions in the country, such as ASCI, IIPA, IRMA, KILA, LBSNAA, NIRD, and YASHADA, to participate in the mission. In due course of time, the Raman Development Consultants (RDC) Pvt. Ltd. team was also invited to join the list of CA experts given their contribution to the MoPR's outsourcing reference guide produced under the CDLG Project.

Subsequently, in 2010, the MoPR commissioned similar studies for the remaining six CDLG Project focus States, including Bihar, Orissa, Madhya Pradesh, Rajasthan, Jharkhand and Uttar Pradesh. The reports are being developed under the title *Capacity Assessment and Capacity Development Strategy (CA-CDS) Reports*. The experts from IRMA were engaged for Madhya Pradesh, the experts from KILA and NIRD worked on the Rajasthan report, and the RDC team prepared the CA-CDS reports for Bihar, Orissa, Jharkhand and Uttar Pradesh. Since the RDC team had already completed the CA-CDS reports for Bihar and Orissa, they were invited to share their experience and lessons during the Regional Workshops. MoPR is the last stages of publishing the CA-CDS reports, which would soon be finalized and made available on the ministry's website and the online repository (www.pri-resources.in).

The CA-CDS studies undertake a critical assessment of the States' capacities across different envelopes like legal, policy, strategy, institutional, systems, infrastructure and funds. They also provide comprehensive capacity development strategies that the States need to adopt for PRI CB&T, assuming the critical importance of the State to carry forward the PRI CB&T activities. It was felt that a similar exercise needed to be carried out for all the States. The MoPR recommended that all the States consider carrying out similar studies, and also offered to provide the necessary technical support through experts.

While the CA-CDS Studies focused on institutional capacity assessment, a training/capacity building needs assessment of the PRI members to assess individual capacity needs, is also a significant step before designing the CB&T strategy for the State. A TNA generally needs to focus on four crucial aspects, which are the envisaged role of the target group, profile of the target group, environment in which the target group operates and feasible training delivery approaches and methodologies. It was suggested that since the role envisaged for the PRI members is clear and the States also have a fair idea of the environment in which the target group operates, the TNA studies need to focus more on target group profiles and the feasible training delivery approaches and methodologies. Recognising the importance of TNA while designing the CB&T programmes, including materials and methodologies, some States have been undertaking TNA at regular intervals to revise and update their training materials to suit the requirements of their target groups. However, there is extensive variation in the methodology adopted for undertaking such studies from one State to another and ranges from some States carrying out a TNA based on a single workshop to some States carrying out a detailed and comprehensive TNA Study.



Table 3: Capacity Assessment (CA) for PRI CB&T: Achievements, areas of concern & action points

Key Achievements	Areas of Concern	Action Points
CA-CDS exercise completed in Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Orissa, Rajasthan and Uttar Pradesh	Most other States do not have a comprehensive assessment of capacities existing within States, gaps and strategies for PRI CB&T	All States/UTs may undertake CA-CDS exercise with technical support from MoPR

3.3 Extent of Addressing Gender Issues in PRI CB&T and CB&T Needs of the EWRs

Though most of the States have followed a proactive reservation policy for women in PRIs, focused efforts for addressing the CB&T needs of the EWRs are not yet visible. Some States like Bihar, Chhattisgarh, Jharkhand, Rajasthan, Kerala, Madhya Pradesh, Karnataka, Tripura and Uttarakhand have introduced 50 per cent reservation for women. The status of reservation in different States is given in Table 4.

Table 4: State-wise reservation for women in the PRI system

S. No.	Name of the State	Reservation for Women in PRIs	S. No.	Name of the State	Reservation for Women in PRIs
1	A&N Islands	33.0%	19	Lakshadweep	33.0%
2	Andhra Pradesh	50.0%	20	Madhya Pradesh	50.0%
3	Arunachal Pradesh	33.0%	21	Maharashtra	50.0%
4	Assam	33.0%	22	Manipur	33.0%
5	Bihar	50.0%	23	Meghalaya	30.0%
6	Chandigarh	33.0%	24	Mizoram	30.0%
7	Chhattisgarh	50.0%	25	Nagaland	NA
8	D&N Haveli	33.0%	26	Orissa	50.0%
9	Daman & Diu	33.0%	27	Puducherry	33.0%
10	Delhi	NA	28	Punjab	33.0%
11	Goa	33.0%	29	Rajasthan	50.0%
12	Gujarat	33.0%	30	Sikkim	40.0%
13	Haryana	33.0%	31	Tamil Nadu	33.0%
14	Himachal Pradesh	50.0%	32	Tripura	50.0%
15	Jammu & Kashmir	33.0%	33	Uttarakhand	50.0%
16	Jharkhand	50.0%	34	Uttar Pradesh	33.0%
17	Karnataka	50.0%	35	West Bengal	33.0%
18	Kerala	50.0%			

The need for CB&T is particularly significant for EWRs with much lower literacy levels compared to their male counterparts, gender differentials, difficult access to training, limited mobility and communication access etc. Providing functional literacy levels for EWRs, is one of the priority areas also strongly recommended by the NCBF, however none of the States reported a strategy for functional literacy for EWRs. No specific strategy has been observed for addressing gender issues and phenomena like *Sarpanch Pati* (which essentially means the EWR being a proxy leader while the husband is in control of affairs) in any of the States. The training, organisation and planning should also take into consideration the issues faced by the EWRs, such as reaching the



venue, commuting, spending time for training away from home and children, restrictions in participation during training due to the presence of men or elders and so on. In some places, residential training may be preferred to avoid daily commuting while in many areas, EWRs find it very difficult to attend residential training because of household responsibilities. However, such issues do not seem to be given due importance during training. *Overall, addressing the CB&T needs of the EWRs seems to be one of the most neglected areas of CB&T and needs urgent attention.*

Some sporadic initiatives observed are given below.

- Focused training of EWRs by Maharashtra and Andhra Pradesh
- Kerala organised sensitisation training of the EWRs’ family members as a step towards the EWRs’ empowerment
- Rajasthan reported organising exclusive EWR training and helped them to overcome the gender constraints through subtle measures like insisting on removing the traditional veil during the training
- Initiation of mobilisation through the formation of a State level EWR Association by Andhra Pradesh and Maharashtra

Table 5: CB&T of EWRs: Achievements, areas of concern & action points

Key Achievements	Areas of Concern	Action Points
<ol style="list-style-type: none"> 1. Focused training of EWRs by Maharashtra and Andhra Pradesh 2. Sensitisation of EWRs’ family members by Kerala 3. Formation of EWR Associations by Andhra Pradesh & Maharashtra 	<ol style="list-style-type: none"> 1. Most of the States so far have no focused strategies or activities for EWRs despite eight States with 50% reservation and others with 33% reservation 	<ol style="list-style-type: none"> 1. States to have an exclusive strategy for CB&T of EWRs 2. Every State to have a functional literacy programme focusing particularly on EWRs 3. Existing CB&T strategies to include gender component 4. Training organisation & planning to consider difficulties in access by EWRs 5. Training & communication media and materials to focus equally on the large illiterate population within ERs

3.4 Training Implementation

Training delivery is a task requiring a high degree of operational efficiency. Key areas requiring attention here are scheduling and information, logistics, type and extent of usage of training aids, and mode of delivery.

3.4.1 Scheduling and Information

A well planned training is half the task achieved. In the PRI context the importance of sound planning and information is much more relevant. Training schedules need to take into account local contextual factors like festivals, local events, agriculture peak seasons, access cut off periods during monsoon/snow fall, school vacations, wedding seasons etc. For example in Bihar 602 panchayats from 91 blocks and 18 districts fall in the flood affected region and there is a high probability of these areas being practically cut off during heavy rains. Attendance during training sessions may be severely reduced if such factors are not taken into consideration.



PRI members, particularly EWRs, face a number of restrictions in attending training, whether residential or non-residential including travel arrangements, issues related to remaining away from home for long periods, children and elders needing care at home, household responsibilities etc. Advance information helps them to plan properly and make substitute arrangements to enable them to attend training sessions. Tamil Nadu has a much appreciated practice of sharing information about the training schedule well in advance during the *gram sabha* meetings itself.

3.4.2 Logistics

Logistic arrangements are one of the most important parts of training organisation and more challenging in the context of PRIs when organised at the block/cluster level. A well organised training will have an easily accessible venue, which is easy to locate with a vibrant learning environment, proper seating and acoustic arrangements, adequate lighting, fans and ventilation, appropriate arrangements for lunch and refreshments, drinking water, a first aid kit, a crèche for taking care of the children accompanying the EWRs, separate toilets for men and women etc. Training should be a pleasant experience to ensure maximum learning and the above mentioned factors play a crucial role in making the training a memorable experience.

Tamil Nadu has a good system of providing a warm and enabling environment to the training participants through various small, but important initiatives. All the trainings are organised at a proper venue with all the above mentioned facilities. Generators are kept available in case of power failure. The training venues are decorated with the traditional customary banana stem at the entry and with a variety of training material displayed on walls and in all available corners. Proper seating and food arrangements are made. There is also an arrangement for a crèche at the training venue to take care of the children accompanying the EWRs. The emphasis is on making the training a memorable experience.

3.4.3 Mode of Delivery

Training delivery to a large extent influences the effectiveness of the training. Most of the training focuses largely on content and has a minimal focus on the mode of delivery. As generally observed, training delivery is mostly done through lectures or accompanied by PowerPoint slides with lots of text. Such training may be theoretically sound, but may not be absorbed well by an audience with no or minimal literacy, rural backgrounds and no track record of learning based on standard learning methods. PRI training delivery needs to be based on maximum participation of the participants, staggered inputs in an easily absorbable and understandable form. Many of the States have started using a variety of methods apart from the traditional lecture mode with encouraging results. Most of the States have been using the Hiware Bazar documentary film as part of the training. States like Karnataka, Tamil Nadu, Andhra Pradesh, West Bengal etc. have initiated the extensive use of films as a training medium. Chhattisgarh has tried a variety of delivery approaches like animation, graphics, storytelling, case studies etc. The experience suggested that such aids greatly improve the learning absorption and short films and storytelling were found to be very effective training mediums. Karnataka has recently developed an animated training module.

It was agreed that all States need to develop a multimodal approach to training delivery with a variety of aids. It was also agreed that delivery approaches may need to be different based on local context. It has been suggested that a State specific TNA be carried out with specific focus on identifying appropriate delivery approaches and strategies in the local context.



The delivery is also strongly affected by the presentation and training skills of the trainers. It has been a general observation that the training of trainers (ToT) focuses mainly on technical content in most of the States and not on training and communication skills. This further needs to be supported by adequately training the existing resource persons on communication skills, participatory adult learning approaches and training skills.

Table 6: PRI CB&T: Planning and delivery

Key Achievements	Areas of Concern	Action Points
<ol style="list-style-type: none"> 1. Sound planning, advance preparations and information sharing, appropriate logistic arrangements and a vibrant way of organising training demonstrated by Tamil Nadu 2. Development of training tools like story-telling and animation films (Chhattisgarh and Rajasthan), video films (many States), e-learning modules (Karnataka) 	<ol style="list-style-type: none"> 1. Most of the States still relying heavily on lecture mode of training with minimal or no other training aids/material 2. Micro planning and logistics poorly organised 	<ol style="list-style-type: none"> 1. Detailed micro planning for all aspects of training to be done by all States 2. Variety of training aids to be developed as per local context by States 3. Training delivery to be based on participatory methods and adult learning principles with interactive games, case studies, storytelling, simulation exercises, role play etc. 4. Logistics to aim at making training a pleasant & memorable experience 5. Training schedule to be prepared as per local conveniences and advance information about training to be given to intended participants

3.5 Training Monitoring, Evaluation and Impact Evaluation

Training monitoring, evaluation and impact is still a weak aspect in most of the States. Currently the focus is on the achievement of output levels rather than the achievement of outcome levels. Therefore, the States tend to focus more on the quantitative achievements of training coverage, while the assessment of the qualitative changes resulting out of training takes a back seat.

While most of the States do not have a systematic monitoring system for training, some of the States have tried to incorporate monitoring in the CB&T efforts. Some of the States like Madhya Pradesh and Rajasthan have initiated a system of deputing district/block level quality monitors. Some States have started pre and post-test formats during the training for assessing the knowledge gain among the participants. Some of the States have a system of collecting participants' feedback at the end of the training, while some have also initiated a system of deputing training monitors to visit the training sessions. Most of these efforts are ad hoc and not systematic nor do they lead to a systematic process of monitoring and feedback for learning. West Bengal has been following a system of evaluation of CB initiatives by external agencies on a regular basis and has so far undertaken three such studies in 2006, 2008 and 2009. Andhra Pradesh, Madhya Pradesh and Haryana reported undertaking a Training Impact Assessment Study.

Most of the States expressed a need for a strong and comprehensive monitoring and evaluation (M&E) system for training and capacity building initiatives. The States also voiced keen interest in



getting support for conducting a systematic Training Impact Assessment (TIA) Study to assess the effectiveness of the training initiatives at the grass root level.

Table 7: Training monitoring, evaluation and impact analysis

Key Achievements	Areas of Concern	Action Points
<ol style="list-style-type: none"> 1. Deputation of district/block level training monitors by Madhya Pradesh and Rajasthan 2. Regular CB&T evaluation through external agencies by West Bengal 	<ol style="list-style-type: none"> 1. Almost non-existent M&E systems in most of the States 2. Training monitoring a very weak component. No system for collection of feedback and analysis of the same for learning 3. No sound TIA framework 	<ol style="list-style-type: none"> 1. States to develop a strong M&E system for CB&T 2. System for monitoring training, assessing knowledge and skill gains, collecting and analysing participants' feedback to be built in M&E systems for CB&T 3. The MoPR to develop a framework for TIA and share with States

3.6 Training Software Development

Training software basically encompasses training design, module development and training aids development. The key areas that need attention here are language, local context, socio-cultural adaptability, methodology mix, content selection, pace of learning etc.

Many States have initiated the process of local development of training manuals as per the States' requirements. The manuals have mostly been developed in the local language and sometimes additionally in English. However, it was observed that in many States, different areas are characterised by different languages/dialects. Chhattisgarh reported developing the training manuals in three different languages prevalent in the State. The MoPR recommended developing training manuals and training delivery in different prevalent languages and dialects. All the States also agreed to print a few copies in English/Hindi for the purpose of sharing with other States.

Table 8: PRI CB&T: Development of training software

Key Achievements	Areas of Concern	Action Points
<ol style="list-style-type: none"> 1. Initiation of training module development by many States 2. Development of training modules in 3 different languages in tune with local language preference by Chhattisgarh 	<ol style="list-style-type: none"> 1. Most States have training modules in single language 2. Restricted sharing across States due to non-availability of copies in English or Hindi languages 	<ol style="list-style-type: none"> 1. Cognizance for different languages and dialects prevalent in the State and development of training software in all major languages/dialects 2. Pre testing of training software to assess local adaptability and acceptability 3. Copies in English and/or Hindi for sharing across States

3.7 Local Resources Development

Achieving the target of 100% training coverage may become possible only with the availability of a large number of trainers to carry out the huge task of training PRIs. The NCBF has advocated the development of a two tier cadre of resource persons i.e. the master resource persons and district/block resource persons. Most of the States except Gujarat and Meghalaya have initiated the process of development of resource persons. Gujarat has recently identified resource persons



(Table 9), the number of available resource persons in other States is much less compared to the training load on hand.

The number of resource persons required for State wide training coverage may be much higher and the States may need to develop a large resource pool for the same.

Table 9: PRI CB&T: Current availability of training resource persons

S. No.	Name of State/UT	Resource Persons/ Trainers	Master Resource Persons*/ Trainers
1	Andhra Pradesh	1390	50
2	Arunachal Pradesh	70	5
3	Assam	70	15
4	Bihar	1726	119
5	Chhattisgarh	737	-
6	Goa	5	11
7	Gujarat	-	276 (Under training)
8	Haryana	40	-
9	Himachal Pradesh	182 (Internal)	20 (Internal)
10	Jammu & Kashmir	57 (Internal)	-
11	Jharkhand	-	200
12	Karnataka	265	20
13	Kerala	350	100
14	Madhya Pradesh	5014	66
15	Maharashtra	1534	460
16	Meghalaya	-	53
17	Mizoram	26 (Internal)	10 (Internal)
18	Orissa	682	83
19	Punjab	110	5
20	Rajasthan	1300	-
21	Sikkim	61	75
22	Tamil Nadu	570	20
23	Tripura	16	-
24	Uttar Pradesh	1080	520
25	Uttarakhand	249	-
26	West Bengal	785 (Internal)	41 (Internal)
	TOTAL	15269 + 1050 (Internal)	2078 + 71 (Internal)

Note: *While states tend to distinguish Resource Persons from the Master Resource Persons, as such for PRI CB&T there is no standard definition that distinguishes between the two and is nationally acceptable.

It has been observed that the process of identification, selection, training and supporting the cadres of resource persons is ad hoc in most cases. The duration of training provided to the resource persons varies to a great extent from five days to 60 days despite clear guidelines provided under the NCBF. In 2010, based on the NCBF model, Bihar conducted a qualifying exam using



certain criteria to identify individuals to be trained as resource person, and provided 60 days residential training to all, including 119 Master Resource Persons and 1726 Resource Persons. West Bengal reported providing about 80 days training to the resource persons over the last two years. However, on the other hand, Madhya Pradesh and Maharashtra have a five day training module for the resource persons. Karnataka reported a 15 days training, spread over six months and under different programmes. A comprehensive and thorough training, combining knowledge as well as skill building and focusing on technical as well as training and communication skills is a mandatory requirement for the cascading model to succeed. Inadequate training of the resource persons also seriously questions the quality of the training conducted by them for the PRI elected representatives as well as the support functionaries.

At present there is no evidence of any systematic plans and strategies in place for continuing capacity building of the resource persons. In most cases, they are provided a one-time input and there are no follow up capacity building measures. Some sporadic activities initiated in this direction include Tamil Nadu’s initiative of a Monthly Meet of the Trainers for experience sharing. Karnataka has undertaken a comprehensive capacity assessment of the resource persons to understand their capacity building needs. Furthermore, there is no system for assessing the resource persons and getting feedback for performance improvement.

Table 10: PRI CB&T: Developing pool of suitable resource persons

Key Achievements	Areas of Concern	Action Points
<ol style="list-style-type: none"> 1. Large pool of resource people developed by Madhya Pradesh, Bihar, Maharashtra, Rajasthan and Andhra Pradesh 2. Comprehensive training (60 days residential module) imparted by Bihar 3. Initiatives for continuous capacity building of trainers through regular trainers meetings demonstrated by Tamil Nadu 	<ol style="list-style-type: none"> 1. Lack of adequate resource pool in most of the States in comparison to the requirements 2. Varied inputs to the resource persons across States 3. Most of the States providing short duration inputs (5-15 days) to the resource persons 4. Minimal focus on training skills 5. No system of follow up training or field based training for resource persons 6. No system for capacity development of resource persons 7. No system of assessing performance of resource persons 	<ol style="list-style-type: none"> 1. States to follow 60 days training module for resource persons as suggested by the NCBCF 2. States to develop a mix of technical content and training skills in the ToT module for resource persons 3. States to devise a system for continuous capacity building of resource persons through follow up training, refresher training, need based support, providing regular feedback on performance and sharing feedback from participants, organising field based visits by resource persons to understand ground realities 4. States to provide experience sharing platforms to resource persons 5. The MoPR may develop and implement a system of accreditation of resource persons



The States may consider the following aspects while developing their local training resources:

- Develop a defined criteria for the identification and selection of the resource persons
- Encourage retired government functionaries with experience of working at the panchayat and/or block level to work as resource persons
- Develop present or ex-elected representatives as resource persons
- Comprehensive training module development for the resource persons supported by extensive training as indicated by the NCBF
- The training of resource persons to focus equally on technical aspects as well as training and communication skills
- Development of a system for regular monitoring and periodic assessment of the resource persons as well as to monitor feedback from participants
- Development of a system for continuous learning and sharing among the resource persons
- Provide hands-on experience of the working of the panchayat to resource persons through regular visits

3.8 Focus on Holistic Capacity Building

The PRI CB&T is currently struggling to achieve 100 per cent training coverage as a priority, while simultaneously addressing the quality aspects. However, as evident from the different States' efforts at CB&T, the current training is largely output oriented with emphasis on quantitative coverage. Training outcomes are not defined neither measured. Though there is scattered evidence of initiatives beyond class room training across States, the focus by and large still remains on the quantitative coverage achieved through traditional training rather than holistic capacity building. While providing adequate information is very enabling, there is a definitive need for focusing on knowledge building, skill development and appropriate attitude and belief system inputs. Converting PRIs into effective units of local governance as envisaged by the Panchayati Raj covenants, will require much more comprehensive and focused holistic capacity building efforts far beyond class room training.

Some of the States, however, have experimented with other capacity building measures beyond training and set an example. Andhra Pradesh has utilised ICT based tools and strategies effectively for CB&T through the use of mobile learning technology, weekly satellite based training programmes, web based helplines, video conferencing for coordination, e-books etc. West Bengal has been using folk media as a training tool. Chhattisgarh has attempted establishing a Community Radio Centre, but has not yet been successful in making it operational. Chhattisgarh has also established libraries at the gram panchayat level for promoting self-learning and provided the libraries with basic learning and reference material.

While most of the States do not have a comprehensive holistic capacity building strategy, there are instances of some State's undertaking some initiatives. Some such significant capacity building initiatives complementing training, used by States are mentioned below.

3.8.1 Newsletter

About 14 States have been publishing the Panchayati Raj Newsletter. The following Table provides a list of States, which publish a Panchayati Raj Newsletter along with the frequency of publication and circulation.

**Table 11: Status of Panchayati Raj related Newsletters**

S. No.	Name of State	Frequency of Newsletter	No. of Copies Distributed
1	Andhra Pradesh	Monthly	5.45 lakhs cumulative
2	Chhattisgarh	Quarterly	10000
3	Haryana	Monthly	2000
4	Himachal Pradesh	Quarterly	3500-3800
5	Karnataka	Monthly	1000
6	Kerala	Monthly	4000
7	Madhya Pradesh	Quarterly	E-newsletter
8	Maharashtra	Monthly	49500
9	Meghalaya	Half Yearly	1000
10	Mizoram	Monthly	Not available
11	Orissa	Quarterly	7000
12	Sikkim	Monthly	1000
13	Uttar Pradesh	Monthly	75000
14	West Bengal	Monthly	16500

Tamil Nadu and Arunachal Pradesh have already initiated the process of publishing the newsletter. MoPR emphasised that every State may initiate a newsletter for Panchayati Raj since the newsletter has been recognised as an effective medium of learning through sharing. It also works effectively to provide voice to the elected representatives and brings about the local flavour with local issues. It was also emphasised that it should be ensured that the newsletter reaches the intended users and an adequate number of copies should be printed and circulated. It was noted that though many of the States have initiated the newsletter, the circulation is still limited compared to the large number of PRI stakeholders.

Andhra Pradesh has been the first State to initiate the commercial launch of the Panchayati Raj Newsletter. The newsletter is now available for sale at commercial outlets, including railway stations and bus stations.

3.8.2 Helpline

The helpline is another initiative aimed at supporting and handholding the elected representatives in implementing the learning in their day to day work. Currently nine States including Andhra Pradesh, Bihar, Chhattisgarh, Himachal Pradesh, Kerala, Maharashtra, Mizoram, Orissa and West Bengal have initiated the helpline. Tamil Nadu has a helpline, which is run under the MGNREGS component. It has been observed that in some of the States like Chhattisgarh the number of queries have been very limited. It was observed that in many instances, there were a number of helplines operating in the same States and in the same domain of rural development including MGNREGS, PMEYSA etc. This dilutes the utilisation of each of the helplines as well as creates confusion among the end users. It was also observed that some of the helplines were limited to queries and did not entertain complaints. This led to underutilisation of the helpline. The helplines also have not been adequately publicised by most of the States, leading to poor awareness and underutilisation. MoPR provided the following recommendations regarding the operationalisation of the helpline.



- A single helpline supporting all Panchayati Raj programmes and stakeholders
- Comprehensive service providing helpline including catering to complaints as an integral component
- Linking the helpline to the website
- Publicise the helpline widely to ensure information to all and enhance utilisation

3.8.3 Exposure Visits

Exposure visits for the elected representatives to model panchayats or learning sites within the State or outside the State has been another effective capacity building initiative. Exposure visits provide an immense learning experience and have a much higher learning potential than any classroom training. The MoPR has been actively promoting exposure visits as a learning strategy and many of the States have initiated the practice to varied extents. Seventeen States had organised exposure visits for either elected representatives or support functionaries or both, while nine States are yet to initiate this practice. Table 12 provides the list of States, which initiated exposure visits either within the State or outside the State, along with the number of participants.

Table 12: PRI CB&T: Exposure visits to learn from others experiences

S. No.	Name of State	Persons Sent on Exposure Visits	Location of Exposure Visits
1	Andhra Pradesh	2027	Maharashtra, Hivare Bazar (HB*), Kerala, Karnataka, and Tamil Nadu
2	Assam	88	Kerala, Andhra Pradesh, Kalyani
3	Bihar	431	West Bengal, Maharashtra (HB)
4	Chhattisgarh	125	West Bengal, Maharashtra (HB)
5	Himachal Pradesh	26	Kerala
6	Karnataka	6328	Within the State
		1010	Other States
7	Kerala	30	Karnataka
8	Madhya Pradesh	74	Within the State
9	Maharashtra	228	Kerala
10	Meghalaya	20	Sikkim
11	Orissa	28	Within the State
12	Punjab	65	Maharashtra (HB), Kerala, Tamil Nadu, and Karnataka
13	Rajasthan	63	Andhra Pradesh (APARD), Kerala (KILA) and Maharashtra (YASHADA)
14	Sikkim	3	Switzerland
		291	Within the State
15	Tamil Nadu	1850	Within the State
16	Tripura	7	Kerala and Tamil Nadu
17	Uttar Pradesh	3	Andhra Pradesh
18	West Bengal	139	Kerala
		5000	Within the State
	TOTAL	17836	

Note: *HB – Hiware Bazar Gram Panchayat in Maharashtra



States like Tamil Nadu, Andhra Pradesh and Karnataka have extensively used exposure visits as a learning strategy. The AMR APARD in Andhra Pradesh has its own fleet of buses, which are used for transport during exposure visits. Karnataka has been organising exposure visits of a large number of PRI members to model Panchayats. Tamil Nadu has initiated a system of sending the master trainers for a two day exposure visit as a part of their six days training.

Though many of the States have initiated the practice of exposure visits, the coverage currently is minimal and needs to be enhanced much more. There also is a need to identify and develop more learning and demonstration sites across the States. The MoPR initiated a process of identifying PRIs, which can be developed as demonstration sites, during the Regional Workshops. The States also need to organise regular exposure visits covering a large number of PRI members. During the workshops the officers representing various States were asked to nominate some Gram Panchayat from their respective States where some good work has been reported, and which could be explored as a destination for undertaking exposure visits. The list of nominated GPs is available at annexure 3.

Table 13: PRI CB&T: Role of newsletters, helplines and exposure visits

Key Achievements	Areas of Concern	Action Points
<ol style="list-style-type: none"> 1. Initiatives for holistic CB like ICT initiatives of Andhra Pradesh, establishment of libraries at GP level by Chhattisgarh, use of folk media for CB&T by West Bengal 2. Extensive use of exposure visits as a capacity building tool by Andhra Pradesh, Karnataka and Tamil Nadu 3. Integrated helpline and website by Orissa 4. Extensive reach and launch of social marketing of newsletter by Andhra Pradesh 	<ol style="list-style-type: none"> 1. Most States focusing mainly on training and no holistic capacity building approach visible 2. Minimal use of any other capacity building approach other than training 3. Newsletter functional in 14 States only and circulation still minimal and not extensive 4. Helpline only functional in 9 States and utilisation very low. No efforts for publicising the helpline reported 	<ol style="list-style-type: none"> 1. States to develop a holistic capacity building strategy, not limited to training 2. Exposure visits and such experiential learning approaches to be used extensively in CB&T. All PRI members to be covered through exposure visits 3. States to develop learning sites for exposure visits 4. Newsletters to be initiated by all States and distribution till GP level to all PRI members to be ensured 5. Helpline to be initiated by all States with components of information, hand holding and complaint redressal 6. Single integrated helpline for all Panchayati Raj related matters

3.9 ICT Usage in CB&T

While some headway has been observed in ICT usage in Panchayati Raj programmes in the form of *PlanPLUS* and *PriaSOFT* and other initiatives like providing computers at the panchayat level being pursued by some of the States, it has been observed that the use of ICT in the CB&T domain has been comparatively much lower. Andhra Pradesh has demonstrated the exemplary usage of ICT for CB&T in PRI and has been effectively using various ICT based initiatives like uploading e-books on the website, APARDWiki, social networking through Twitter, APARD Channel on You Tube, use of the RSS Feed, a large number of training films uploaded on the website as well as broadcasted through the KU Band connectivity platform etc. Orissa also has initiated ICT usage in CB&T through initiatives like the use of the SIRD website for training coordination



(assignment of blocks, trainers, reporting on training etc.); monitoring and tracking of the day to day progress of training by SMS and email on a daily basis; developing the SIRD website as the e-repository for trainees, trainers and partner NGOs; integrating the helpline with the website with live status update of complaints. Tamil Nadu and Karnataka have developed e-learning modules, whereas Tamil Nadu has uploaded the same as a web based online module. Tamil Nadu has also distributed CDs containing the course curriculum to PRIs. Tamil Nadu has developed a customised software for monitoring the training status and the creation and maintenance of a database of trainers and participants. Madhya Pradesh has created a database of trainers and participants and plans to upload it on their website.

Seven States including Andhra Pradesh, Chhattisgarh, Karnataka, Maharashtra, Meghalaya, Orissa and West Bengal have SATCOM facilities for training. However, the utilisation of SATCOM for PRI CB&T was varied with Meghalaya reporting only one programme conducted during the year, while Andhra Pradesh and Maharashtra, which have a fixed weekly training, scheduled for PRI. Karnataka has an impressive track record of the utilisation of SATCOM with 94 programmes during 2009-10, however lesser number of programmes have been conducted during 2010-11. West Bengal has developed a cadre of 42 resource persons specifically for imparting training over SATCOM. West Bengal has also developed infrastructure for SATCOM with satellite training halls at all zilla panchayats and panchayat samitis. Karnataka also has satellite receiving facilities at all block levels.

By and large, only some of the States have initiated the utilisation of ICT for CB&T till now. However, even these States are yet to completely utilise the ICT potential and the current efforts are at a very nascent stage. Most of the remaining States have not yet realised the vast potential of ICT for addressing the huge CB&T targets. MoPR has emphasised the need for States to explore the ICT potential, particularly the ease of reach and accessibility through tools like mobile learning. All the States said that most of the PRI functionaries possess mobile phones and this can be a good platform for learning.

Table 14: PRI CB&T: Use of ICT tools

Key Achievements	Areas of Concern	Action Points
<ol style="list-style-type: none"> 1. Extensive use of ICT by Andhra Pradesh through use of SATCOM, e-books, e learning modules, APARDwikis, You Tube, Twitter etc. 2. Extensive use of SATCOM and development of e-learning modules by Karnataka 3. Development of software for training monitoring and creating & maintaining database of trainers and participants by Tamil Nadu 4. Interactive website development and ICT use for training monitoring, planning & coordination by Orissa 	<ol style="list-style-type: none"> 1. Most of the States still make no use of ICT for CB&T 2. SATCOM utilisation is much lower in 5 States out of 7 which have the facility 	<ol style="list-style-type: none"> 1. States to explore the potential of using ICT in their CB&T activities 2. SATCOM facility to be utilised optimally 3. Broadband connectivity to be used where SATCOM is not available for reaching multiple locations



3.10 Use of Outsourcing as a Resource Mobilisation Strategy

MoPR has been encouraging outsourcing as a complementary option to the State level training delivery structure for addressing the huge gap in training coverage and ensuring timely training for the PRI members as envisaged under NCBF. Outsourcing and involving other institutional partners in PRI CB&T is also looked upon as a strategy for developing local level capacities and institutional resources for addressing CB&T. To assist the States in exercising this option with minimum procedural hassles, the MoPR has taken a number of initiatives including the publication of a *Reference Guide for Outsourcing PRI CB&T Related Activities (December 2010)* and organisation of a PRI CB&T Business Meet in January 2010 under the MoPR-UNDP CDLG Project, providing a platform for the States to interact and short list the service providers for CB&T activities. Since then, States are increasingly starting to use outsourcing for meeting the PRI CB&T coverage load. Uttar Pradesh has gone for the outsourcing option fully, with five service providing agencies (SPAs) currently conducting training programmes across the State, and other 50 odd SPAs under consideration for the next round of training programmes in 2011-12. Orissa has brought on board 82 private service providers for training implementation and plans to cover every block through a net of private service providers for training implementation. Maharashtra has recently completed the process of selecting private partners and selected 74 service providers for training implementation. Some other initiatives include Andhra Pradesh involving 22 district level NGOs for capacity building of the EWRs under PMEYSA and Haryana has involved five SPAs for training implementation in five districts.

Table 15: PRI CB&T: Outsourcing as a strategy to mobilize resources

Key Achievements	Areas of Concern	Action Points
<ol style="list-style-type: none"> Extensive use of outsourcing for addressing training coverage by Uttar Pradesh (5 SPAs on board and 50 others under process), Orissa (82 SPAs on board) and Maharashtra (74 SPAs on board) Outsourcing also initiated in States like Haryana (5 districts covered through outsourcing) and Andhra Pradesh involving 22 NGOs for EWR training in each district Jharkhand and Gujarat are expected to roll out the outsourcing strategy for PRI CB&T soon 	<p>With the exception of States mentioned in the achievements column, most other States have not been able to make use of outsourcing as a method of achieving 100% training coverage, despite extensive support from the MoPR to foster interaction among the State PRDs and service providing agencies through the PRI Business Meet and the hand-holding support provided through the publication of a Reference Guide for Outsourcing to help undertake the same</p>	<ol style="list-style-type: none"> MoPR to consider organising training on the Reference Guide for Outsourcing for key people from each State MoPR to provide hand holding support for carrying out outsourcing by States States to take up outsourcing as a strategy to address the huge training load



4.0 EXPECTATIONS FROM MoPR

During the Regional Workshops, the States expressed the need for support from the MoPR in certain specific areas, which are discussed below:

4.1 Capacity Assessment and Training Needs Assessment Support

With specific reference to the Capacity Assessment and Capacity Development Strategy (CA-CDS) Reports discussed in section 3.2 earlier, the State representatives expressed their desire to undertake a similar systematic study of their capacities to implement NCBF, and requested MoPR to recommend the experts, who could be invited for the same.

Many States also expressed the need to carry out a TNA. A periodic TNA was looked upon as a requisite for training design. The States urged the MoPR to develop a uniform TNA model and module, which could then be followed by all the States. A uniform methodology will ensure uniform implementation and will help to bridge the gaps in the quality of such studies across States. The States also requested the MoPR to recommend experts to the States to make it easy for the States to implement this initiative and save precious time usually lost in the process of contracting.

4.2 Monitoring and Evaluation System for PRI CB&T

PRI CB&T with its huge training load, requires simultaneous and decentralised training to be undertaken at the district and block levels. One of the concerns shared by many of the States was the lack of a strong monitoring and evaluation (M&E) system for PRI CB&T. It was observed that while many of the States have now been undertaking a large number of training programmes across the States at the district and block levels, it was felt that there was a strong need to put in place a mechanism of quality monitoring of these training programmes. While some of the States like Madhya Pradesh and Rajasthan have initiated a system of deputing district/block level quality monitors, most still do not have a sound system for quality monitoring. There is also lack of a mechanism for capturing feedback from training or to assess the extent of learning, knowledge or skill gains from the training. With huge funds earmarked for spending on CB&T, quality monitoring along with measuring the learning gained and improvement in implementation efficiency becomes crucial. The States requested the MoPR to develop a strong M&E system and share it with the States. It was reported that under the CDLG Project, MoPR is currently in the process of developing a M&E guide for PRI CB&T, which would be shared with the States.

4.3 Training Impact Assessment Support

The States mentioned that one of the key areas where support was required was for carrying out a Training Impact Assessment (TIA) study. Many of the States felt a strong need to undertake a periodic TIA. It was felt that while PRI stakeholders heavily invested in CB&T, it should also be assessed, as to how effective these efforts were in the effective implementation of local governance as envisaged by the Panchayati Raj Act. A systematic TIA would not only help in assessing the impact of the CB&T initiatives, but would also help in redesigning the CB&T approaches and strategies based on the learning gained through the TIA, thus increasing the practical effectiveness of the CB&T initiatives. The MoPR suggested the States identify and take help from



personnel trained in TIA by the Department of Personnel and Training (DoPT) for the same. It was suggested that MoPR could consider developing a model framework for TIA and share it with all the States.

4.4 Training and Implementation Support for Outsourcing

MoPR envisages that to address the huge CB&T challenge in a timely manner, outsourcing would be an effective and probably an imperative strategy. Since the launch of the outsourcing initiative through the PRI Business Meet in January 2010, States have reported various issues preventing them from taking this initiative further and implementing outsourcing. Most of the issues were related to the systems and processes, for example, deciding about the selection process, evaluation methods, type of contracts, payment terms, nature of association etc. Subsequently, MoPR developed the '*Reference Guide for Outsourcing PRI CB&T Related Activities (December 2010)*' to assist the States in addressing these issues and providing the States with a complete step by step guide to carry out the entire outsourcing process. The Reference Guide was formally released during the Regional Workshops and copies were distributed to all the States. However, it was felt by the States that MoPR may need to provide further support to the States in terms of implementation support for outsourcing, which could include organising a comprehensive training workshops in each State on each of the aspects of the outsourcing process for the officers involved in the PRI CB&T. Since outsourcing involves sensitivities related to contracting and is also required to be a transparent process with accountability, it was felt that the MoPR may provide additional implementation support in the form of a helpline (operational through telephone & e-mail support) to assist the States in sorting out sensitivities involved at each step in outsourcing.

4.5 Thematic Workshops

The States appreciated MoPR's initiative in organising the *Experience Sharing Regional Workshops* and reported that the workshops had been of great help in learning new things and also in motivating the States. The States suggested that this practice be further developed and regular workshops be held every year with focus on different pertinent themes. Some relevant themes emerging from the workshop were ICT usage in CB&T, training design and training aids and communication/learning material sharing. It was suggested that MoPR could consider organizing the theme based national workshops.

4.6 Standardised Guidelines and Formats for States for Perspective & Annual Plan and Budget Development

One of the issues that came to the fore during the workshops was different States developing the perspective plans and annual plans in different manners. This posed difficulties in assessing the plans and budgets and also led to delays due to the multiple back and forth communication for clarity. It was suggested that the MoPR develop standard guidelines and formats for the perspective plan and annual plan and budgets.



5.0 EMERGING CONTOURS

5.1 Horizontal Knowledge Transfer Mechanism Development at the National Level

It has been observed that various initiatives, approaches, strategies, activities are tried out by different States with varying degrees of success. However, since 2009, for the first time, the Regional Workshops focused on PRI CB&T have provided a platform for sharing the same with other States and learning from other's experiences, and have helped in mainstreaming the issue of PRI CB&T across the country. As reported by the States, these workshops have proved to be a very valuable learning opportunity for all.

There is a need for the development of a horizontal knowledge transfer mechanism at the national level, which provides a regular sharing and learning opportunity for all the States. MoPR has already initiated this through the medium of the regional workshops, followed by the launch of the online *Training Repository for Panchayati Raj* (www.pri-resources.in). However, this needs to be further developed through a variety of approaches. The ICT based mediums such as YouTube, Wikis, Networking Platforms, Solution Exchange or similar dedicated platforms, e-forums and so on should be encouraged. This may require providing initial hands on training and proactive facilitation for the initial period. Other initiatives like organising more experience sharing workshops, thematic workshops/seminars, regular video conferences, exchange programmes, inter-State exposure visits etc. should also be promoted. The States should develop some copies of all their training and communication materials and modules in English and share the same with other States. Newsletters should also have English versions and should be shared with other States. All training modules, manuals, communication materials, should be converted in the e-book form and uploaded on the State websites and the MoPR PRI repository. Newsletters should also be uploaded on State websites.

5.2 Role Model and Learning Sites Development

Significant learning in human societies has and will continue to occur through imitating role models and creating positive spirals. Soft skills, values, etc. are best demonstrated and lived for transplantation and percolation. Most human beings still follow the principle of 'seeing is believing'. The PRI sector needs to encourage and develop role models, both individuals and institutions as well as learning sites. The experience of Hiware Bazar in Maharashtra and Piplantri in Rajasthan has been overwhelming and the films prepared on both the GPs have become popular tools during training among participants across the States.

The role of PRI Training Institutions

- Provide a bench mark 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 spirit of healthy competition



The Role of ERs/EWRs/Mentors/Trainers

- Provide inspiration to others in the constituency
- Make learning more meaningful through the exchange of dialogues with peers (especially skills like leadership, communication, values, etc. are best learnt and percolated through demonstration and not through class room sessions)
- Motivate the recognised individuals to better performances

It emerged that MoPR needs to devise a *Role Model and Learning Sites Development Programme*. Some effort in this direction was made during the workshop by inviting from the State representatives nominations of some best performing Panchayats from their respective States. The list thus prepared is made available at annexure 3. This may be followed by deputing a dedicated team to visit each of the suggested sites and select those with the potential of being developed as learning sites. To develop the selected sites into learning sites, they should be provided additional support in the form of training, capacity building, hand holding etc.

The States may initiate a programme of identifying and rewarding the best performing PRIs and individuals.

5.3 Reporting System and Structure Strengthening

At present, the system of reporting between States and MoPR is largely oriented to scheme funds and utilization certificates. As a result, often MoPR is not aware of the status of activities at the State level. The current information exchange is purely initiative based and varies from State to State. Though the Regional Workshops were aimed at experience sharing and learning, they also served as an information sharing platform in many instances, because of the lack of a regular and defined system of information sharing. There is an urgent need for a strong system of regular information sharing and reporting by States to the MoPR on the status of PRI CB&T activities. The MoPR should design and develop such a system and support States in its implementation.

5.4 Knowledge Dissemination

Knowledge is the sum total of information, contextual understanding and wisdom. 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's costs and time are far too high to be acceptable for the Panchayati Raj sector. Significant information exists within various PRI constituencies and this will go on increasing with the increased focus on CB&T. At present there is no systematic storage or transmittal of the same and though knowledge dissemination is carried out, it is restricted mainly to training.

The objective of knowledge dissemination is to reduce the divide between information and knowledge among PRI stakeholders by providing all the stakeholders universal access to it. Accordingly, the States need to devise suitable approaches and strategies for knowledge dissemination.

The IT tools should be suitable as well as cost effective for the purpose. While some of the States have deployed ICT to some extent for its programme implementation, the application of the same



for PRI CB&T is minimal. However this can be immediately scaled up through a number of initiatives like strengthening the websites, developing repositories, establishing interactive helplines, wider dissemination of FAQs and so on.

5.5 Development and Accreditation of Resource Pool

Developing a local resource pool and establishing systems of quality assurance as well as continuing capacity building of the resource pool are some of the most challenging tasks in PRI CB&T. Most of the States have followed the cascading model of training because of the sizeable training coverage that needs to be achieved within a tight time line. The States also have been training the selected resource persons. However, there is a wide variance among States in the methods of selection, eligibility and qualifying criteria, training duration/content/design/methods, system of monitoring and so on. The effectiveness of the entire training rests on the effectiveness of the training delivery by the resource pool and thus the development of a resource pool remains a priority area of intervention. It emerged that MoPR could develop standard guidelines on the development of resource persons including identification, eligibility criteria, qualifying criteria, selection process and criteria, training methodology, training module framework, system of monitoring, systems for continuing capacity building of the selected resource persons, system of providing them learning opportunities from participants' feedback etc.

It was also suggested during the workshops that a system of accreditation of the resource persons should be started. MoPR may initiate the process and explore the feasibility and applicability of accreditation for the resource persons.



6.0 STATE SPECIFIC STATUS OF CB&T

This section provides the State specific status of CB&T, mainly the CB&T load, current status, strategies, achievements, further plans and the lessons learnt from the discussions held during the workshop.

6.1 Andhra Pradesh

State PRI Overview

Andhra Pradesh accounts for 8.37 per cent of the country's area making it the fourth largest State in the country. A projected population of 8.27 crores as on 1st March, 2007 accounting for 7.4 per cent of the country's population makes it the fifth most populous State. Andhra Pradesh comprise of 22 Zilla Panchayats, 1097 block Panchayats and 21827 Gram Panchayats, which have a total of 261000 elected representatives. The reservation for women among PRIs is 33%.

Current Status of CB&T in State

The following Table summarises the CB&T activities being carried out in the State.

Training Coverage	No. of ERs	2009-10	346214
		2010-11	309232
	Percentage	2009-10	133
		2010-11	118
No. of Training Modules Developed			22
Functional Helpline			Yes No.: 1800 425 7070 For BSNL & Landline: 155340 For SMS: 09490795675 E-mail: prchl.apard@gmail.com
Functional Website			www.apard.gov.in
Resource Persons/Trainers Developed			1390
Master Resource Persons/Trainers Developed			50
Newsletter			Yes. 27000 copies
Capacity Assessment			No
Training Needs Assessment			Yes. 2 days workshop
Training Impact Assessment			Yes
Exposure Visits			Yes. 2027 participants in 2010-11
Functional SATCOM			Yes
Trainings done through SATCOM			52 p.a. (Every week)
Training/Communication Material Development			15 documentary films in 2010 in Telugu
Radio/TV Programmes			Yes. Grama Vikasamu Mana TV - since February 2009
CSOs/Service Providers Contracted			1
FAQs			Yes



Key Achievements

- Very good and consistent training coverage
- Training Cells set up in all districts to establish outreach
- Established helpline, newsletter and various ICT based initiatives as well
- Developed large number of training manuals, documents, films and other learning material
- Establishment of State level EWR association
- State Support Centre established to create an enabling, empowering environment for women and youth
- 4250 gram sabhas conducted across the State in all the districts under the gram sabha campaign for the Year of the Gram Sabha

Overall CB&T Approach and Strategies

In Andhra Pradesh direct training strategy is practiced. The ToTs, for zilla panchayat chairpersons, vice-chairpersons, District Planning Committees (DPCs) and Mandal Parishad Presidents (MPPs) are conducted at AMR-APARD, the ToTs for sarpanches, ward members and mandal members is carried out at the regional level Extension Training Centres(ETCs), training for Mandal Parishad Territorial Constituencies (MPTCs) is done at the district level and 278 mobile teams also conduct trainings at the mandal level for sarpanches and ward members.

The District Collector is designated as the District Training Authority to monitor the training programmes. The CEOs, Zilla Parishad, and District Panchayat Officers supervise and monitor the implementation of training programmes through wireless conferences and personal visits. One NGO has been identified in each of the 23 districts as the nodal agency to coordinate and implement the activities of PMEYSA. The training programmes and other related activities are given wide coverage in the print and electronic media and scrolling advertisements are broadcast in leading TV channels.

Development of CB&T Material/Aids

Twenty two different modules have been developed at every level by the State for the CB&T of PRI and RD functionaries on various subjects from BRGF to handbooks for members of panchayats. Each module is prepared in the local language for trainees and a session plan is prepared for the trainers. Films are also screened during training sessions for which 15 documentary films on best practices and other issues, schemes, processes and skills have been developed. Apart from this, a 64-page monthly newsletter is published in Telugu called *Stanika Palana*, of which 27,000 copies have been printed and distributed. A helpline has also been in operation and e-books have also been launched on “Healthy and Happy” and “Gram Sabha”.

Development of Resource Persons

A cadre of 1390 trainers and 50 master trainers has been developed in Andhra Pradesh. The trainers are selected by a district level committee from government officials (in service or retired), NGOs working for PRIs, elected representatives (past & present), women trainers and teachers/lecturers working on PRI/RD or related subjects.



Training Status

The State has achieved an impressive 133 per cent coverage in 2009-10 and 118 per cent in 2010-11 with regard to the training of elected representatives. Emphasis is laid on participatory methodologies with a group approach facilitated by the faculty and role play and group discussions carried out in most training modules.

Other Capacity Building Approaches Used

APARD is technology savvy utilising SATCOM and e-learning mechanisms extensively. The AMR-APARD has initiatives like APARD Wiki and Knowledge Commons that are e-learning solutions giving access to a variety of interactive capacity building tools. Exposure visits have been conducted extensively for 2027 elected representatives and support functionaries to the States of Kerala, Tamil Nadu and Karnataka. The newsletter is published regularly and has a wide reach and a social marketing version, the first in the country, has recently been launched. The helpline has also been established and has multichannel access through telephones, SMS, and e-mail.

Further Plans & Take Away from Workshop

- Outreach centre at Gangadevipalli
- Two way connectivity of KU band at the mandal level, which will help solve problems for EWRs who find it difficult to come for trainings
- Planning an audit and accounting manual to reduce mistakes and errors

Take away from workshop are listed as under:

- Developing self-appraisal/assessment tools and linking it to the training module
- Enabling PRIs to be managers of the CB&T Programmes, by way of finance and resource persons
- Peer Group learning
- Repository of trainers
- Setting up PRCs, 3 per district
- Integrating the various ICT resources



6.2 Arunachal Pradesh

State PRI Overview

Arunachal Pradesh is the largest north eastern State with an area of 83743 sq. kilometres but with relatively low population of 10,97,968. The State came into existence in 1987 and is characterised by tribal populations. It shares its borders with China, Bhutan, Myanmar, Assam and Nagaland. It is made up of 16 district panchayats, 161 block panchayats and more than 5000 villages grouped into 1779 gram panchayats, which make up for a total of 9427 elected representatives in the PRIs. There is no reservation for SCs in Arunachal Pradesh. The reservation for women is 33%.

Current Status of CB&T in the State

The following Table summarises the CB&T activities being carried out in the State.

Training Coverage	No. of ERs	2009-10	3122
		2010-11	543
	Percentage	2009-10	33
		2010-11	6
No. of Training Modules Developed			4
Functional Helpline			Not Available
Functional Website			www.arunachalpradesh.gov.in/panchayat/
Resource Persons/Trainers Developed			70 trained and available out of 600 identified
Master Resource Persons/Trainers Developed			5
Newsletter			No (Drafting Stage)
Capacity Assessment			No
Training Needs Assessment			No
Training Impact Assessment			No
Exposure Visits			No
Functional SATCOM			No
Trainings done through SATCOM			None
Training/Communication Material Development			Posters, Booklets
Radio/TV Programmes			Yes
CSOs/Service Providers Contracted			No information
FAQs			No information

Key Achievements

- Federation of EWRs constituted in 2009

Overall CB&T Approach and Strategies

The State follows the cascade mode of training as of now through five master trainers and 70 resource persons. The State liaisons with support functionaries and leading NGOs for training programmes and enters into partnerships for various activities.

Development of CB&T Material/Aids

The State has developed modules for Panchayati Raj training on core contents like Panchayat Acts, rural development schemes, resource mobilisation, and issue specific material on health, education, and transparency.



Development of Resource Persons

The State has identified 600 trainers out of which 70 are available for conducting trainings. Apart from this, the State has five master trainers at SIRD.

Training Status

As on 2009-10, 33 per cent coverage has been achieved by the State. In 2009-10, they reached 3122 elected representatives and 2663 support functionaries in the State. However, in 2010, only 543 elected representatives were trained reducing the coverage to just 5.76%.

Other Capacity Building Approaches Used

Booklets, presentations and posters on the core content like Panchayati Raj and on specific schemes like PMEYSA, MGNREGS and IWMP have been developed by them.

Further Plans & Take Away from Workshop

The State is aiming to achieve 100 per cent coverage and improve its capacities in terms of upgrading infrastructure and increasing human resources. They are also planning an exposure visit to Sikkim and Karnataka for the elected representatives and trainers. The establishing of district resource centres and satellite communications is also in the pipeline.

Take away from workshop are listed as under:

- Liaise with sister institutions at State & District level institutions
- Augment faculty for PR Training
- District Panchayat Resource Centres
- BRGF CB Action Plan would be submitted in 7 days



6.3 Assam

State PRI Overview

Assam is made up of 27 districts, 219 blocks and 26,312 villages, which have been grouped into 2489 gram panchayats. Of these, 21 districts come under the general areas of Schedule IX and the remaining come under the Bodoland Territorial Council (Kokrajhar, Chirang, Bagsha, Udalgiri) and the Hill areas (Karbi Anglong, North Cachar Hills) under the Sixth Schedule. Total number of elected representatives in PRI is 25436. Reservations for SCs and STs in panchayats are made in accordance with their percentage of population in panchayats, which is five per cent and 3.30 per cent for SCs and STs respectively. The reservation for women in PRI is 33 per cent at all panchayat levels.

The Assam Rural Panchayat Act, 1948 was amended and replaced by the Assam Panchayat Act, 1959, the Assam Panchayati Raj Act, 1972, the Assam Panchayati Raj Act, 1986 and finally the Assam Panchayat Act, 1994 which incorporated the provisions of the 73rd Amendment Act, 1992 of the Constitution of India. The Assam Panchayat Act, 1994 received the assent of the Governor on the 22nd April 1994 and elections were held in October 1996 at the village, intermediate and district level.

Current Status of CB&T in the State

The following Table summarises the CB&T activities being carried out in the State.

Training Coverage	No. of ERs	2009-10	17505
		2010-11	27349
	Percentage	2009-10	69
		2010-11	108
No. of Training Modules Developed			26 in Assamese, Bodo, English and Bengali
Functional Helpline			Yes No.: 99545 33412
Functional Website			Only MoPR website
Resource Persons/Trainers Developed			70 resource persons exclusively for Panchayati Raj available out of 200 identified
Master Resource Persons/Trainers Developed			15
Newsletter			In process of establishing Assamese newsletter
Capacity Assessment			No
Training Needs Assessment			Conducted programme specific assessment
Training Impact Assessment			Third party assessment of programmes, Impact study in field continuing by MoPR
Exposure Visits			88 participants (members of all levels of panchayats) taken on 4-10 days visits to KILA, NIRD, SIPRD
Functional SATCOM			Will be established soon
Trainings done through SATCOM			None
Training/Communication Material Development			Handbooks on PRA, Tally, MS-Excel and booklets on livelihood activities
Radio/TV Programmes			Doordarshan Kendra & AIR, Guwahati facilities are utilised to air programmes specific to Panchayati Raj
CSOs/Service Providers Contracted			1
FAQs			No information



Key Achievements

- 1754 training programmes in 2009-10 covering 83,012 participants (ERs, support functionaries, NGOs, CBOs, retired teachers etc.)
- Course for team of facilitators for strengthening of gram sabha
- 200 resource persons trained at Kerala Institute of Local Administration (KILA), NIRD apart from ToTs at SIRD
- Special tie-ups with institutes in Kerala, Andhra Pradesh, Punjab, West Bengal and Haryana for exposure visits, training and academic support
- 20 resource centres set up under BRGF for awareness generation and handholding training
- Impact assessment conducted of training at field level

Overall CB&T Approach and Strategies

Training and Capacity Development in the State is carried out for Panchayati Raj elected representatives primarily through the SIRD. Assam is currently following the cascade model to address the mammoth training needs and has developed a cadre of master trainers and resource persons for CB&T.

Assam has 12 ETCs that train the chairpersons and members of the gram panchayats while the chairpersons and members of the zilla parishad and *Anchalik Panchayat* are trained at the SIRD headquarters, Guwahati. A CSO, Lok Kalyan Parishad, West Bengal, is hired for training as and when required. The SIRD has special tie-ups with Kerala Institute of Local Administration (KILA), Kerala; NIRD, Hyderabad, institutes in Haryana, Punjab and West Bengal for academic support, training and exposure visits.

Development of CB&T Material/Aids

The institute has prepared 26 training modules on various subjects (like Participatory Rural Appraisal, MS-Excel, Tally, rural development schemes, etc.) and 10 booklets on various income generating activities in English, Assamese, Bodo and Bengali.

Development of Resource Persons

The State has identified 200 resource persons who underwent a ToT at SIRD as well as training programmes at KILA and NIRD. Out of the 200 identified, 70 are available exclusively for Panchayati Raj.

The institute is also running a course to develop a team of facilitators and animators for strengthening the gram sabha so as to ensure the meaningful participation of people in the sabha.

Training Status

The State reported steady increase in the overall training coverage since 2006-07 and touched the highest number 42315 in 2009-10. However, the training coverage of ERs has moved from about 97% in 2008-09 to 69% in 2009-10 and over 100% in 2010-11. For more details, please see Annexure 5.



Other Capacity Building Approaches Used

Arrangements have been made to develop films and programmes to be aired on television and radio. The facilities of AIR and Doordarshan, Guwahati, are utilised from time to time to air programmes on events and information relevant to Panchayati Raj. A newsletter in Assamese is also in the pipeline.

Twenty resource centres have been set up under BRGF to generate awareness and allow for the dissemination of information to people. There are also 15 receiving units to allow dissemination of information through satellite programmes for which the hub has been established. The content for these satellite programmes is being developed.

Further Plans & Take Away from Workshop

Two hundred gram sabha level campaigns have been planned, which will cover 20,000 people. The State has also planned self-employment training programmes for 36,540 participants through 777 programmes.

As mentioned before, the newsletter, satellite based training programmes, as well films, are in the pipeline. Increasing the women's reservation to 50% is also planned.

Take away from workshop are listed as under:

- Increase in ICT usage for training.
- Visual mode for training (Drama, etc.)
- TNA to be undertaken
- Outsourcing may be tried out for training activities



6.4 Bihar

State PRI Overview

Bihar is the 12th largest State in the country in terms of geographical area (99,200 sq. km) and the third largest in terms of population (8,29,98,509). Bihar is made up of nine divisions, 38 districts, 101 sub divisions, 534 blocks and 45,102 revenue villages grouped into 8463 gram panchayats. The total number of elected representatives of PRIs in the state is 130091.

At the village level in Bihar, apart from the gram panchayat, the State has another institution in place called the *gram katchahary*, which aims to bring justice to the peoples' doorstep. The head of the gram katchahary is called the sarpanch and S/he is supported by the *Gram Nyay Mitra*. The *Gram Katchahary* also has the same number of elected members as the PRIs i.e. 123984 and are also units of local democratic justice.

The Bihar Panchayat Raj Act was enacted in 2006 after the State was divided into Jharkhand and a separate Panchayati Raj Department came into existence in 2007. The Panchayati Raj Department in Bihar came into existence in 2007. Bihar was the first State in the country to bring in 50 per cent reservation for women in PRIs.

Current Status of CB&T in the State

The following Table summarises the CB&T activities being carried out in the State.

Training Coverage	No. of ERs	2009-10	0
		2010-11	74586
	Percentage	2009-10	0
		2010-11	57
No. of Training Modules Developed			7
Functional Helpline			Yes No.: 0612 2200019
Functional Website			PRD website is part of Government of Bihar website http://www.biharonline.gov.in/Site/Content/Government/dept/Dept.aspx?typ=i&shr=PRD&id=25
Resource Persons/Trainers Developed			1726
Master Resource Persons/Trainers Developed			119
Newsletter			No
Capacity Assessment			Yes
Training Needs Assessment			No
Training Impact Assessment			No
Exposure Visits			431 people
Functional SATCOM			No
Trainings done through SATCOM			NA
Training/Communication Material Development			No information
Radio/TV Programmes			TV programmes
CSOs/Service Providers Contracted			Not for training
FAQs			No information



Key Achievements

- Development of training modules on various topics including a comprehensive ToT Manual
- Development of a cadre of 119 master resource persons and 1682 district resource persons through a rigorous 60 days training
- ER training coverage rose to 57% in 2010-11
- All elected representatives covered through a seven day module thus in effect coverage for 2 training combined
- Revival and establishment of nine ETCs and the appointment of Principals

Overall CB&T Approach and Strategies

Training and capacity development in the State is carried out for Panchayati Raj elected representatives primarily through the department directly or through the Bihar Institute for Public Administration & Rural Development (BIPARD). Bihar is currently following the cascade model to address the huge training needs and has developed a resource pool of master resource persons and district resource persons. The State has recently revived the nine ETCs called the 'Mukhia - Sarpanch Training Institute' at the divisional headquarters at Patna, Muzaffarpur, Darbhanga, Saharsha, Gaya, Munger, Bhagalpur, Purnia and Sivan.

A comprehensive 'Capacity Assessment and Capacity Development Strategy' Study was recently undertaken under the MoPR-UNDP CDLG Project. The report recommends the development of a PRTI with the sole focus on holistic capacity building of PRIs, strengthening of the recently revived nine ETCs and the development of two new ETCs, an overall strategic framework for holistic capacity building with 12 strategies supported by the development of 14 systems for efficient management.

Development of CB&T Material/Aids

Bihar has developed several modules for supporting the training function and bringing about uniformity. The following manuals have been developed with support from BIPARD.

- *Aadbarbbut Sanrachna*
- *Aarthik Vikasevam Sadhrudikaran*
- *Moolbbut Suvidhayevam Jamyavastha*
- *Saamajik Suraksha, Saamajik Nyayevam Kalyaan, and*
- *Mahilaevam Baal Vikas-Shiksha, Swasthyaevam Sashaktikaran*

Apart from these, the PRD has come out with a trainers' module, "Prashikshonka Prashikshan Module" which is a large and comprehensive module.

Development of Resource Persons

To address the huge training load, the Panchayati Raj Department has developed a cadre of resource persons. A team of 119 master resource persons have been trained supported by a team of 1682 district resource persons. Both the groups have been trained extensively through a 60 days residential training module. This resource pool has now further taken up the task of training the elected representatives and support functionaries through the training organised by the State Panchayati Raj Department (PRD).



Training Coverage Status

The overall training coverage in the State has fluctuated between very high and very low, which mainly included elected representatives. In 2006-07 and 2008-09 the coverage of ERs was around 100%, however, in the years in between there was sharp decline. However, in 2010-11 the State has shown improvement with about 57% coverage. For more details, please see Annexure 5.

Other Capacity Building Approaches Used

Exposure visits to Hiware Bazar and West Bengal have been organised covering 431 people so far.

Further Plans & Take Away from Workshop

- Enhance usage of ICT particularly in the development of CB&T material
- Will plan an immersion learning, a method of capacity building, tour for trainers for hands on experience of the on-the-ground situation
- Plans to carry out TIA and seek technical support from the MoPR for the same
- Examine the CA report and utilise it for strengthening the State's response to the PRI CB&T challenge
- Will work towards augmenting the reach of the training

Take away from workshop are listed as under:

- Training impact assessment (TIA)would be undertaken
- IEC Materials, blending conventional and ICT resources
- Training of Trainers (ToT)
- Augment outreach of training through SATCOM, RAILTEL, BSNL, SWAN etc. would be utilised
- CA-CDS Report would be finalised as soon as possible



6.5 Chhattisgarh

State PRI Overview

One of the newly formed States in the country, this mineral rich green State accounts for 12 per cent of India's forests. It shares its borders with Madhya Pradesh, Orissa, Jharkhand, Maharashtra and Uttar Pradesh. It is made up of 18 districts, 146 blocks and 9734 gram panchayats with total 160548 elected representatives across the three tiers. Reservation for women in the state is 50%.

Current Status of CB&T in the State

The following Table summarises the CB&T activities being carried out in the State.

Training Coverage	No. of ERs	2009-10	29054
		2010-11	186379
	Percentage	2009-10	18
		2010-11	116
No. of Training Modules Developed			17 total, 13 in 2009 & 2010
Functional Helpline			Yes No.: 1800 233 1113
Functional Website			http://www.cgsird.gov.in/
Resource Persons/Trainers Developed			737
Master Resource Persons/Trainers Developed			Not Available
Newsletter			Quarterly 10000 copies
Capacity Assessment			Yes (2009)
Training Needs Assessment			Yes (on-going)
Training Impact Assessment			Not Available
Exposure Visits			215 people training outside State 125 people exposure visit outside State
Functional SATCOM			Yes
Trainings done through SATCOM			22
Training/Communication Material Development			25 booklets 6 video films
Radio/TV Programmes			Yes. Weekly
CSOs/Service Providers Contracted			SIRD taking master trainers from >50 CSOs 4 CSOs directly supporting research, training, module development, etc
FAQs			Yes

Key Achievements

- ER training coverage increased from less than 20% over the previous years to hit 116% in 2010-11
- SATCOM launched in May 2010 with SIT 110 blocks through which 36,038 elected representatives were reached in 22 programmes
- State level Panchayat Quiz for elected representatives on the occasion of Year of the Gram Sabha celebrations in 2010
- Committee of eight local experts set up to do action research which is reviewed by institutions of national repute
- Training material developed even in local dialects



Overall CB&T Approach and Strategies

Since 60 per cent of the elected representatives are women, the state capacity development strategy focuses more on women. It has also been found that the women are more responsive than their male counterparts. The strategy for CB&T is multi-pronged with training both off campus and on campus of the Chhattisgarh SIRD, and training and information dissemination through various media and networking with local and national institutions.

Development of CB&T Material/Aids

The State has developed 17 modules for PRI CB&T. Also, 10 video films and more than 25 hand-books have been developed as reference material and for information dissemination to elected representatives and support functionaries.

Development of Resource Persons

The State has developed a team of 737 trainers who facilitate the PRI CB&T programmes.

Training Status

Chhattisgarh has shown an impressive improvement in overall training coverage which increased manifolds over the last few years. Specially, the ER training coverage increased from about 6% in 2008-09 to 18% in 2009-10, which further showed a big jump to over 100% in 2010-11. For more details, please see Annexure 5.

Other Capacity Building Approaches Used

The State has tried other approaches to capacity building through the media like community radio stations, which did not work so well. The graphics approach in the media was not very successful and animation films have now been developed. Overall it has been found that story telling is the most effective method, more than films and FAQs. Exposure visits were carried out by the State for 125 participants and 215 participants underwent training outside the State.

Further Plans & Take Away from Workshop

- Short term certificate courses to be introduced in 2011 to build a pool of professionals
- Focusing on updating the gram panchayat level libraries, which have the State Panchayati Raj Act, guidelines of rural development schemes, etc.

Take away from workshop are listed as under:

- 100% coverage every year
- Variety of technology and partnership
- Expanding the role of PRIs, especially near the industries and mining
- Involvement of PRIs in new challenges



6.6 Goa

State PRI Overview

Goa has a two tier panchayat system with two district panchayats and 189 gram panchayats, which are made up of 382 villages. There are 1557 elected representatives in the State. The women's reservation in PRI is 33%.

Current Status of CB&T in the State

The following Table summarises the CB&T activities being carried out in the State.

Training Coverage	No. of ERs	2009-10	1013
		2010-11	738
	Percentage	2009-10	65
		2010-11	47
No. of Training Modules Developed			None
Functional Helpline			Not Available
Functional Website			www.panchayatgoa.com
Resource Persons/Trainers Developed			5
Master Resource Persons/Trainers Developed			11
Newsletter			No
Capacity Assessment			No
Training Needs Assessment			No
Training Impact Assessment			No
Exposure Visits			No (conducted so far for village secretaries)
Functional SATCOM			No
Trainings done through SATCOM			None
Training/Communication Material Development			Yes
Radio/TV Programmes			No
CSOs/Service Providers Contracted			None
FAQs			No information

Key Achievements

- Forty four demand based programmes in 2009-10 by PRI/Administration
- Collaborative programmes with Sarva Shiksha Abhiyan, Goa State AIDS Control Society (GSACS), etc.

Overall CB&T Approach and Strategies

The State conducts direct training for zilla parishad and gram panchayat members at Goa Institute of Rural Development & Administration (GIRDA), which has good infrastructure and human resources. Programmes and workshops are conducted by the State in collaboration with other departments like education (Sarva Shiksha Abhiyan), Goa State AIDS Control Society (GSACS) (on HIV/AIDS), Social Welfare Board (awareness generation campaigns), etc.



Development of CB&T Material/Aids

The State has developed reading materials (booklets) under RGSY as well as for the PRIs (Act, rules and regulations, etc.). It has compiled material on a variety of topics ranging from Panchayat Raj to stress management to responsive administration.

Development of Resource Persons

The State has a cadre of 11 master trainers and five trainers for capacity building activities. GIRDA has a team of four faculty as well as those who conduct trainings in the institute for department personnel as well as for elected representatives. They also have guest faculties from NIRD, Yeshwantrao Academy of Development Administration (YASHADA), National Informatics Center (NIC), Institute of Secretariat Training & Management (ISTM), colleges, banks, etc.

Training Status

Over the last five years, the overall training numbers in the State have moved between 385 and 1854. Against a total of 1559 ERs in the State, the status of ERs being trained increased from 13% in 2008-09 to 65% in 2009-10, but declined to 47% in 2010-11. Goa has been conducting trainings on various subjects like RTI, e-governance, SGSY, SHGs, PRI/RD, NREGA, etc. for various stakeholders like the zilla panchayat and gram panchayat elected representatives, support functionaries, line department officials, etc.

Other Capacity Building Approaches Used

Awareness campaigns and workshops have been conducted apart from normal training programmes in the State. The methods used for training are role play, group discussion, field visit, etc.

Further Plans & Take Away from Workshop

- Strengthening training facilities in terms of hostel facilities, video conferencing facilities and membership with institutions outside Goa
- Fourteen training programmes planned for 2010-11 on subjects like parliamentary procedures, planning and implementation of RD schemes, managerial skills, etc and the target group consists of PRI elected representatives, village secretaries, government officials and NGOs
- Exposure visits for all elected representatives
- Bringing out the newsletter

Take away from workshop are listed as under:

- Take up training of left out ERs within the financial year, including informal training
- Training needs assessment (TNA), especially in the context of waste management, construction development
- Training programmes for integrated decentralised participatory planning at village and upward levels
- Newsletter
- FAQs



6.7 Gujarat

State PRI Overview

The Land of the Legends, is bordered by Pakistan and Rajasthan in the north east, Madhya Pradesh in the east, and Maharashtra and the Union Territories of Diu, Daman, Dadra and Nagar Haveli in the south. Gujarat has 26 district panchayats, 223 block panchayats and 13693 gram panchayats with total 114187 elected representatives across the three tiers. The reservation for women in State is 33%.

Current Status of CB&T in the State

The following Table summarises the CB&T activities being carried out in the State.

Training Coverage	No. of ERs	2009-10	29626
		2010-11	64996
	Percentage	2009-10	26
		2010-11	57
No. of Training Modules Developed			None
Functional Helpline			Not Available
Functional Website			Yes
Resource Persons/Trainers Developed			Planned to develop. Identified and undergoing training
Master Resource Persons/Trainers Developed			276 undergoing training at present
Newsletter			No
Capacity Assessment			No
Training Needs Assessment			No
Training Impact Assessment			No
Exposure Visits			No
Functional SATCOM			No
Trainings done through SATCOM			No
Training/Communication Material Development			Video films & booklets developed
Radio/TV Programmes			None
CSOs/Service Providers Contracted			6
FAQs			Yes

Key Achievements

- ER training coverage increased from 26% in 2009-10 to 57% in 2010-11
- Model of District Panchayat Training Centres run by NGOs

Overall CB&T Approach and Strategies

Gujarat's PRI CB&T is conducted through the SIRD located within Sardar Patel Institute for Public Administration (SPIPA), Ahmedabad. It also has State Regional Training Centres. The District Panchayat Training Centres (DPTCs) have been set up and are run by NGOs in each district. The physical infrastructure is provided by the State and the State also looks after its administration while the NGOs are paid per training programme. There are five Panchayat Resource Centres, which are again managed by NGOs.



Development of CB&T Material/Aids

There are no training modules that have been developed for trainers or for participants in the State. No other training material or aids have been created like posters or charts. FAQs have been developed in English and Gujarati in collaboration with Unnati, a local NGO with a proven track record.

Development of Resource Persons

As of now, the State does not have dedicated resource persons. Two hundred and seventy six resource persons are under training. These master trainers once trained will form four teams of three trainers per team in every district. These trainers will be teachers, NGO representatives, MSW students, SHG experts, etc.

Training Status

Gujarat has two State level institutes (SPIPA & SIRDPR), Regional Extension Training Centres and five Panchayati Raj Training Centres which are run with NGO involvement. Between 2009 and 2011, out of the targeted 48 block level Panchayat Resource Centres (PRCs) under BRGF, eleven PRCs have been set up, which are supposed to provide information on panchayat functioning as well initiate gram sabhas, social audit and community mobilisation. Over the last five years, the State reported the highest training coverage in 2008-09 when it trained a total of 190533 persons, of which about 90000 were ERs which accounted for about 70% of ERs. However, since then, against a total of 114187 ERs, the reported coverage was about 26% in 2009-10 and 57% in 2010-11.

Other Capacity Building Approaches Used

Gujarat State has not developed any other means of information dissemination like newsletters, video films, jingles, audio tracks etc. 57,001 Gram Sabhas were organised in 2009-10 where 41 per cent questions and issues were disposed of on the spot and the remaining are yet to be addressed.

Further Plans & Take Away from Workshop

- Training for more than one lakh PRI elected representatives and support functionaries
- Outsourcing for 100% training coverage
- Newsletters to 13,729 gram panchayats at five copies per month
- e-Gram to bridge infrastructural and information gap in villages through the setting up of ICT infrastructure with connectivity
- SATCOM/video-conferencing facilities in PRI CB&T

Take away from workshop are listed as under:

- Development of Master Trainers
- Helpline & newsletter may be initiated
- 48 & District Resource Centres at District & taluka levels
- 100% coverage to be planned



6.8 Haryana

State PRI Overview

Haryana, located in the northwest part of the country, is made up of 21 districts, 119 blocks and 6083 gram panchayats for which elections were held recently in June 2010. The total number of elected representatives in the State in PRI is 68012. The reservation for women in PRI is 33%.

Current Status of CB&T in the State

The following Table summarises the CB&T activities being carried out in the State.

Training Coverage	No. of ERs	2009-10	36007
		2010-11	59505
	Percentage	2009-10	53
		2010-11	87
No. of Training Modules Developed			3
Functional Helpline			Not Available
Functional Website			No (under construction)
Resource Persons/Trainers Developed			40
Master Resource Persons/Trainers Developed			Not Available
Newsletter			Yes
Capacity Assessment			No
Training Needs Assessment			No
Training Impact Assessment			Yes
Exposure Visits			No
Functional SATCOM			No
Trainings done through SATCOM			No
Training/Communication Material Development			7 Films, pamphlets, posters, charts
Radio/TV Programmes			Twice weekly on TV
CSOs/Service Providers Contracted			5
FAQs			Yes

Key Achievements

- ER training coverage increased from 53% in 2009-10 to 87% in 2010-11
- Computers in 120 select gram panchayats of the BRGF district
- Newsletter being sent to all gram panchayats
- Outsourcing model for training delivery implemented with five service providers

Overall CB&T Approach and Strategies

The overall strategy in the State for PRI CB&T is to conduct trainings in collaboration and partnership with other institutions and reputed NGOs. Each of the NGOs has been allocated one district on a pilot basis. The Haryana Institute of Public Administration, Gurgaon has also been roped in as one of the training delivery partners. Other institutions are partners in taking up evaluation studies, TNA, material development, etc.



Development of CB&T Material/Aids

Three sets of modules have been developed by the State for training and capacity building. Apart from these, pamphlets, posters, charts and FAQs have also been developed for greater dissemination of information to the grass root levels.

Development of Resource Persons

The State has a cadre of 40 resource persons who conduct trainings at the district and block levels of the State. Representatives of line departments are also called upon to be resource persons for training programmes in PRI CB&T.

Training Status

In 2010-11, the State has achieved an impressive training coverage of 87 per cent under the BRGF and RGSY schemes. Training methodologies used are group discussions, role play, case studies, interface with officials and line department representatives, field visits, etc.

Other Capacity Building Approaches Used

Haryana also broadcasts programmes on television, twice weekly on matters relevant to PRI CB&T. Seven films have also been developed for the more effective spread of information to the stakeholders.

Further Plans & Take Away from Workshop

Other activities to be taken up in the following year are:

- Basic Functional Course (December-January)
- Decentralised Planning Courses for DPC Members (February-March, 2011)
- Functional Literacy Courses (January-February, 2011)
- Sectorally Focused Training Programmes (April-June, 2011)
- Gram Sabha Campaigns (January, 2011)
- Exposure Visits by elected representatives of PRIs (March-April, 2011)

Take away from workshop are listed as under:

- Faculty would be deputed to Field, to secure first-hand experience about the status of the training issues
- Third party monitoring of the training programmes
- Deputing the Faculty for DoPT Training on TNA, TIA, DTS etc
- TIA to be undertaken
- TNA to be undertaken



6.9 Himachal Pradesh

State PRI Overview

Himachal Pradesh is a scenic State that shares its borders with Jammu & Kashmir, Uttarakhand, Punjab and Haryana and an international border with China. Himachal Pradesh has 12 district panchayats, 77 block panchayats and 3243 gram panchayats with a total of 27832 elected representatives. The reservation for women in the State in PRI is 50%.

Current Status of CB&T in the State

The following Table summarises the CB&T activities being carried out in the State.

Training Coverage	No. of ERs	2009-10	11873
		2010-11	10675
	Percentage	2009-10	43
		2010-11	38
No. of Training Modules Developed			4 (under development)
Functional Helpline			Not Available
Functional Website			www.hppanchayat.nic.in
Resource Persons/Trainers Developed			182 (all internal)
Master Resource Persons/Trainers Developed			20 (all internal)
Newsletter			Yes. Quarterly (3500 copies)
Capacity Assessment			No
Training Needs Assessment			Yes. (GTZ, 2009) in 4 districts
Training Impact Assessment			Not Available
Exposure Visits			26 people
Functional SATCOM			No
Trainings done through SATCOM			No
Training/Communication Material Development			Booklets
Radio/TV Programmes			Advertisement spots - daily
CSOs/Service Providers Contracted			5 (empanelled, no specific work allocation or contracting done)
FAQs			No information

Overall CB&T Approach and Strategies

The State is due for elections in December 2010. In Himachal Pradesh, the training is conducted separately for elected representatives and functionaries and the various training functions are not outsourced. Five organisations have been empanelled though no specific activity contracts have been issued.

A detailed TNA was conducted by GTZ, a German agency, which made recommendations for conducting joint trainings of the elected representatives and support functionaries in order to rule out misunderstandings. The TNA suggests the general principles of training like the foundation course be carried out at the earliest after elections take place along with regular timely refresher courses with all training material in Hindi.



Development of CB&T Material/Aids

The State is in the process of developing four modules for capacity building and training. Training aids like booklets are also in the process of being published and are expected to be completed by 23rd January 2011.

Development of Resource Persons

The State has 20 master trainers and 182 resource person trainers who are all internal as they are all departmental trainers. The State is also increasing its pool of resource persons by including retired department officers.

Training Status

The State achieved 51.56 per cent training coverage in 2009-10 but the coverage reduced in 2010-11 to 40%. The State really needs to take up training delivery as an immediate priority to achieve 100 per cent coverage.

Other Capacity Building Approaches Used

A quarterly newsletter is being printed of which 35,000 copies have been issued. Jingles are broadcast daily on Akaashvani to raise awareness about the gram sabha and other such topics in the community. A live phone-in on Doordarshan, Shimla is also planned, but its frequency has not yet been determined. Exposure visits have been carried out for 26 people to the Kerala Institute of Local Administration. The State plans on developing films and other such media to utilise in CB&T.

Further Plans & Take Away from Workshop

- Register State level agency under the Society's Registration Act to gain administrative and financial autonomy for PRI CB&T
- Declaration of District Training Centres
- Outsourcing of activities under training and capacity building
- Complete computerisation of all gram panchayat offices

Take away from workshop are listed as under:

- PPP mode will be adopted for partnerships
- State will converge the Helplines of PRI and NREGS
- Audio visual aids for training will be developed
- Training the illiterate ERs in functional literacy



6.10 Jammu & Kashmir

State PRI Overview

Jammu & Kashmir, the crown of the country, has been beset by turmoil for a long time. Panchayat elections did not happen till 2011 for nearly 32 years. So, due to the non-availability of PRI elected representatives, training and capacity building was not conducted. As per the administrative set up, the State has 22 district panchayats, 143 block panchayats and 4128 gram panchayats, with 38283 elected representatives. The State has 33% reservation for women.

Current Status of CB&T in the State

The following Table summarises the CB&T activities being carried out in the State.

Training Coverage	No. of ERs	2009-10	NA
		2010-11	NA
	Percentage	2009-10	NA
		2010-11	NA
No. of Training Modules Developed			13 ToT modules
Functional Helpline			Not Available
Functional Website			http://jkrd.nic.in/panhRaj.htm
Resource Persons/Trainers Developed			57 (internal)
Master Resource Persons/Trainers Developed			Not Available
Newsletter			No
Capacity Assessment			No
Training Needs Assessment			Yes (SIRD, 2003/2008)
Training Impact Assessment			No
Exposure Visits			No
Functional SATCOM			No
Trainings done through SATCOM			NA
Training/Communication Material Development			No
Radio/TV Programmes			No
CSOs/Service Providers Contracted			NIL
FAQs			No

Overall CB&T Approach and Strategies

Training in the State is carried out through the SIRD, Srinagar, regional ETCs, village and block level facilitation centres and employment training institutes. Five block level resource centres being set up in the BRGF districts.

Development of CB&T Material/Aids

Thirteen ToT modules have been developed by the State on a variety of subjects like financial management, MIS, community participation in social welfare, etc. A training module has been made for the Halqa Panchayat members under the UNDP sub programme for capacity building.

Development of Resource Persons

The State has 57 resource persons, all internal faculty of the SIRD and the regional training institutes.



Training Status

Between 2002 and 2006, training was conducted in the notified *Halqa Panchayats* (equivalent of Gram Panchayats). However, since 2006 the training has been provided to officials only. However, the State is gearing towards providing training to the recently elected representatives (ERs) of the PRIs.

Other Capacity Building Approaches Used

The State did not set up any other means of capacity building like newsletters, radio programmes, etc., due to the non-availability of panchayats.

Further Plans & Take Away from Workshop

- Block level resource centres in five BRGF districts
- To start a newsletter
- To take up training as a priority activity post-election

Take away from workshop are listed as under:

- State would recast the action plan
- SATCOM may be tried due to terrain issues
- Outsourcing may be adopted for coverage
- Training modules would be translated into the State's regional languages



6.11 Jharkhand

State PRI Overview

Jharkhand, the land of forests, had elections for the first time in 10 years since the State was born (and after 32 years in the region). The population of Jharkhand comprises of 26 per cent tribals (32 tribal groups of which 9 are primitive tribal groups) and eight per cent of SCs. Women constitute 48.48 per cent of the population.

Jharkhand is made up of 24 districts, 259 blocks, 27,203 villages grouped into 4423 gram panchayats. The total number of elected representatives in the State is 53466. Jharkhand has 50% reservation for women.

Current Status of CB&T in the State

The following Table summarises the CB&T activities being carried out in the State.:

Training Coverage	No. of ERs	2009-10	0
		2010-11	0
	Percentage	2009-10	0
		2010-11	0
No. of Training Modules Developed			No
Functional Helpline			Not Available
Functional Website			No
Resource Persons/Trainers Developed			Not Available
Master Resource Persons/Trainers Developed			200
Newsletter			No
Capacity Assessment			Yes
Training Needs Assessment			Yes
Training Impact Assessment			No
Exposure Visits			No
Functional SATCOM			No
Trainings done through SATCOM			NA
Training/Communication Material Development			No
Radio/TV Programmes			No
CSOs/Service Providers Contracted			No
FAQs			No

Key Achievements

- The State has made coverage plans to ensure that all elected representatives are trained as soon as they get elected
- A strategy for training has been developed
- Detailed training modules have been prepared that are awaiting approval

Overall CB&T Approach and Strategies

The State has developed a localised strategy to implement training delivery. All gram panchayat members will be trained at the block level, panchayat samiti members at the district level and zilla parishad members at the State level at the SIRD.



Development of CB&T Material/Aids

The modules for training have been developed but are awaiting approval.

Development of Resource Persons

Most of the posts in the State's institutes lie vacant causing a severe shortage of trainers. Therefore, the State has advertised to recruit trainers as well as to get into partnerships with CSOs in the State to deliver training. The State is also using the district and block officials like BDOs, BPROs, DCs, etc for training of elected representatives.

Training Status

Until the recently held PRI elections, the State was conducting some training programmes for officials. However, now that elected representatives are in place, the State PRD is all set to launch State-wide PRI training programmes through service providing agencies (SPAs) using the outsourcing approach.

Other Capacity Building Approaches Used

Whatever training has been done has been in lecture mode.

Further Plans & Take Away from Workshop

The State is yet to carry out activity mapping. Devolution will also play an important role in training as they have to go hand in hand. The State plans to begin training for all levels. It has planned for 123 batches of panchayat samiti members at the district level and 1263 batches of gram panchayat members at the block level.

The State is planning to go into partnership with CSOs for training delivery leaving the Central Training Institute (CTI), Panchayat Training Institute (PTI) and SIRD largely as technical support institutions that will develop master trainers, and monitor and evaluate and develop training material for the State.

Take away from workshop are listed as under:

- Plan training programmes from Panchayat level
- Convergence of training programmes/resources
- Third-party monitoring
- Outsourcing to be adopted for training delivery



6.12 Karnataka

State PRI Overview

Karnataka one of the larger southern States is made of 30 districts, 176 blocks, 5628 gram panchayats, which are in turn made of 28,088 villages. Elections to the gram panchayat were held in June 2010 and elections to the zilla panchayat and panchayat samiti in December 2010. The total number of the elected representatives in the State is 96090. The State has 50% reservation for women.

Current Status of CB&T in the State

The following Table summarises the CB&T activities being carried out in the State.

Training Coverage	No. of ERs	2009-10	85524
		2010-11	79131
	Percentage	2009-10	89
		2010-11	82
No. of Training Modules Developed			5
Functional Helpline			Yes No.: 080 222 84420
Functional Website			http://rdpr.kar.nic.in/
Resource Persons/Trainers Developed			265
Master Resource Persons/Trainers Developed			20
Newsletter			Yes (1000 copies)
Capacity Assessment			Done for trainers
Training Needs Assessment			No
Training Impact Assessment			No
Exposure Visits			Yes (7328 people)
Functional SATCOM			Yes
Trainings done through SATCOM			09-10: 94 10-11: 7
Training/Communication Material Development			Films developed, animated training module developed, 11 booklets
Radio/TV Programmes			Once a week on TV
CSOs/Service Providers Contracted			5
FAQs			Yes

Key Achievements

- 1,36,576 participants (ERs, GOs & NGO officials) through face to face and satellite training in 2009-10 through 113 programmes
- 82% coverage in 2010-11
- Receiving stations of SATCOM at 176 block offices, 22 District Training Institutes (DTIs) and 20 District Institute for Education & Training (DIETs)
- Campaign going on in all BRGF districts through films and street plays
- Animation learning material development



Overall CB&T Approach and Strategies

The training strategy largely uses SATCOM effectively to reach out to the most number of people in a short period of time using a wide variety of materials. The training is carried out for elected representatives, government officials and for NGO representatives, addressing all stakeholders.

Development of CB&T Material/Aids

Karnataka has developed five training modules apart from seven films, posters and charts for its capacity building efforts. Animated training modules have also been developed.

Development of Resource Persons

The State has a team of 265 trainers and 20 master trainers who carry out the training in the State for the elected representatives and support functionaries. Capacity building assessment of the trainers has been carried out by a third party and their capacities are being refreshed at regular intervals.

Training Status

The State reported a remarkable coverage in 2008-09, when it trained 185173 persons, which included 108533 ERs (113%), using the SATCOM facilities. The State conducts regular on campus, as well as off campus trainings, including face to face training with the help of local trainers. The ER training coverage, though high at 82% in 2010-11, is about the same in 2009-10, but has declined from the peak it achieved in 2008-09. The State has the soft and the hard infrastructure in place, with a functional SATCOM. Therefore, it can consistently achieve 100% coverage.

Other Capacity Building Approaches Used

The State widely uses SATCOM and has developed e-modules and e-lectures to make trainings more participatory and interesting, apart from developing films of success stories in order to encourage the elected representatives. Exposure visits are also conducted regularly for elected representatives.

Further Plans & Take Away from Workshop

- Establishing five Regional Studios for effective production of programmes
- Establishing two way video facility in place of the existing one-way video and two-way audio
- Establishing outdoor shooting unit
- Strengthening of existing ETCs

Take away from workshop are listed as under:

- Helpline would be started
- State level monitors to be involved
- Improving the ICT support for the Faculties
- Outsourcing certain specific components of training activities
- Convert SIRD into a Society
- PRI Resource Centre to be established
- TNA & TIA to be undertaken



6.13 Kerala

State PRI Overview

Kerala, God's own country, is the smallest of the southern States in the country. It is divided into 14 districts, 152 blocks and 978 gram panchayats. The total number of elected representatives in the state is 21682. The reservation for women in PRI is 50%.

Current Status of CB&T in the State

The following Table summarises the CB&T activities being carried out in the State.

Training Coverage	No. of ERs	2009-10	64121
		2010-11	21084
	Percentage	2009-10	296
		2010-11	97
No. of Training Modules Developed			6
Functional Helpline			Yes No.: 0487 220 4097
Functional Website			www.lsg.kerala.gov.in
Resource Persons/Trainers Developed			350
Master Resource Persons/Trainers Developed			100
Newsletter			Yes. Monthly
Capacity Assessment			No
Training Needs Assessment			Yes (by KILA)
Training Impact Assessment			No
Exposure Visits			Yes (for 30 faculty members)
Functional SATCOM			No
Trainings done through SATCOM			No
Training/Communication Material Development			5 booklets, 1 video film
Radio/TV Programmes			Daily TV show (Green Kerala Express)
CSOs/Service Providers Contracted			Yes (for research)
FAQs			Yes

Key Achievements

- Consistently 100% ER training coverage over the years; with two or three rounds of training within a year
- 30 days training for elected leaders and 20 days for elected representatives
- Sensitisation programme for families of elected women representatives
- Help Desk System, doubt clearance post training
- Previous elected representatives as part of training team

Overall CB&T Approach and Strategies

The State uses the decentralised cascade training system for training delivery. Elected representatives, previous and present are utilised as resources in training as are retired and current officials. Basic training is ensured within 100 days of election for all representatives. Comprehensive all round training programmes are conducted to address all issues.



Development of CB&T Material/Aids

The State through KILA has developed handbooks, training modules through participatory and multiple stakeholder consultations. Handbooks have been developed on Panchayat Administration, Financial Management, Local Planning, Public Works Management, Gender and Development, Welfare and Development Schemes of Panchayats. An e-document on panchayat administration has also been prepared. A video film on best practices has also been developed.

Development of Resource People

The State has 100 master trainers and 350 resource persons who are available to conduct PRI CB&T. The training team comprises of elected representatives, officials, retired officials and voluntary workers who are selected based on set criteria.

Training Status

Kerala has consistently achieved 100 per cent coverage of newly elected representatives for their induction training, and often provided more than one rounds of training. KILA's training programmes are comprehensive and ensure holistic capacity development. They have conducted sensitisation programmes for the families of EWRs, institutional management and leadership programmes for elected leaders of panchayats, and provided training on other need based topics.

Other Capacity Building Approaches Used

A newsletter is being published for sharing good practices in local self-governance and a movie has also been made on the same subject.



6.14 Madhya Pradesh

State PRI Overview

Madhya Pradesh, the heart of India, is one of the largest States in the country. It shares its borders with Maharashtra, Chhattisgarh, Uttar Pradesh, Rajasthan and Gujarat. Madhya Pradesh has 50 district panchayats, 313 block panchayats and 23037 gram panchayats with large volume of 417346 elected representatives. The reservation for women in PRI in the State is 50%.

Current Status of CB&T in the State

The following Table summarises the CB&T activities being carried out in the State.

Training Coverage	No. of ERs	2009-10	154284
		2010-11	379412
	Percentage	2009-10	37
		2010-11	91
No. of Training Modules Developed			4 (only 400 copies all together)
Functional Helpline			Not Available
Functional Website			http://www.mp.gov.in/mprural/mprural.html
Resource Persons/Trainers Developed			5014
Master Resource Persons/Trainers Developed			66
Newsletter			Yes (E-newsletter)
Capacity Assessment			Yes
Training Needs Assessment			Yes (4 days)
Training Impact Assessment			Yes
Exposure Visits			Yes. 2 visits -74 people
Functional SATCOM			No
Trainings done through SATCOM			No
Training/Communication Material Development			6 booklets & 8 video films
Radio/TV Programmes			Once a week on radio
CSOs/Service Providers Contracted			16
FAQs			No information

Key Achievements

- Block level structure organised for training with capacity of conducting four batches in each block simultaneously across all blocks in the State
- With nearly 4 lakh ERs in the State, the first time ever training coverage of over 90% in 2010-11 is an impressive achievement
- E-newsletter running quarterly since 2nd October 2010
- Developed database of participants
- BRCs in all 313 blocks

Overall CB&T Approach and Strategies

The State's CB&T strategy has been divided into three phases in which the first phase will see only the chairperson, vice-chairperson and secretary of all three tiers receiving training. The panchayat members will receive training in the second phase and department officials will receive training



in the final phase. The zilla panchayat members are trained at the Administrative Training Institute (ATI), Bhopal, Block Panchayat leaders and members at Water & Land Management Institute (WALMI), Bhopal and Mahatma Gandhi State Institute for Rural Development (MGSIRD), Jabalpur while the gram panchayat members receive training at the block level at the BRC or block headquarters. The State also conducts short term and long term training evaluation.

Development of CB&T Material/Aids

Separate training modules were developed for gram panchayats, panchayat samitis, zilla parishads and panchayat secretaries in Hindi in February 2010, but only 400 copies have been distributed. Six booklets on Panchayati Raj and rural development schemes were developed in March 2010 for each tier of Panchayati Raj (ZP-4000, JP- 20000, GP- 538520). Eight video films have also been developed on good governance and Panchayati Raj, 2515 copies of which have been distributed.

Development of Resource Persons

The State has developed 5014 trainers and 66 master trainers. All master trainers are selected from the ETCs and the Sanjay Gandhi Training Institute.

Training Status

Madhya Pradesh has taken up the challenge of 100% coverage with intensive efforts, wide network & mobilization of resources and an well orchestrated coordination mechanism. The State achieved an impressive 90.91% of coverage in 2010-11 which is a quantum increase from 56% in 2009-10 considering the large volume of 4 lakhs plus elected representatives. Trainings have been done for foundation, basic functional and sectorally focused programmes. Apart from these, training has been provided to support functionaries for MGNREGS, Watershed/PRA, SGSY, DRDA. Training needs assessment and impact assessment has been carried out in the State. The State has set an example of strong planning and resource orchestration and demonstrated the effectiveness of simultaneously conducting multiple training batches in all the blocks across the State through organised institutional resource machinery. The State currently possesses the capacity to organise simultaneous training of 48,000 participants with four batches in each block.

Other Capacity Building Approaches Used

Exposure visits were conducted for sarpanches, panchayat officials and NGO team members to Deendayal Research Institute (DRI), Chitrakoot. A tour was also organised for the SIRD/ETC/PTC faculty for four days. A radio programme “To baat jayegi” is being broadcast weekly since August 2010 on topics related to Panchayati Raj and other departmental schemes. A quarterly four-page e-newsletter has been functional since 2nd October 2010. No helpline or SATCOM facilities have been utilised or provided. Gram sabha awareness campaigns have been carried out in the State for gram sabha strengthening. Social audits have been carried out but only in 10 panchayats and not the entire State.

Further Plans & Take Away from Workshop

The State is yet to conduct the second and third phase of the training involving line department officials and panchayats members.



Take away from workshop are listed as under:

- Plan for achieving 100%
- Exposure visits will be undertaken
- Model Accounting system will be implemented
- PESA focused training will be undertaken

6.15 Maharashtra

State PRI Overview

Maharashtra, the State famous for the social reform movements is divided into 33 districts, 351 blocks and 27,906 gram panchayats, which are made up of 41,905 villages. There are 2,33,106 elected representatives in total. The reservation for women in the State is 35%.

Current Status of CB&T in the State

The following Table summarises the CB&T activities being carried out in the State.

Training Coverage	No. of ERs	2009-10	55160
		2010-11	92950
	Percentage	2009-10	24
		2010-11	40
No. of Training Modules Developed			ToT Module, 3 other modules in 2007 Computer training material '09 (10000)
Functional Helpline			Yes No.: 1800 233 3456
Functional Website			http://panchayat.gov.in/panchayatmah
Resource Persons/Trainers Developed			1534
Master Resource Persons/Trainers Developed			460
Newsletter			Yes, since Jan '09
Capacity Assessment			No
Training Needs Assessment			07-08 for BRGF districts
Training Impact Assessment			No
Exposure Visits			228 people 6 batches
Functional SATCOM			Yes
Trainings done through SATCOM			65
Training/Communication Material Development			Reading material for GP – '08 & '10 (67000)
Radio/TV Programmes			Daily
CSOs/Service Providers Contracted			74
FAQs			No information

Key Achievements

- ER training coverage increased from 24% in 2009-10 to 40% in 2010-11
- 74 service providers contracted under outsourcing mode for training delivery through the State level business meet
- State level association has been formed comprising 99 EWRs – three from each district and from each tier



- From 12 BRGF districts, six batches covering nearly 240 officials and non-officials have been taken to KILA

Overall CB&T Approach and Strategies

The State has so far not been able to achieve 100 per cent coverage, but this time it plans on doing so by outsourcing it to outside agencies and NGOs. The district training plans are ready and are set to be achieved by February 2011. Great emphasis is put on regular and effective gram sabhas in the State to ensure local decentralised governance.

Development of CB&T Material/Aids

Training modules have been prepared for the trainers and faculty at SIRD for training of elected representatives on various subjects like the BRGF, gram sabha, financial management, e-governance, etc. Material has also been prepared for all PRIs on the Panchayati Raj legislations, e-governance, disaster management, stress management, etc.

Development of Resource Persons

The State has 460 master trainers and 1560 trainers for carrying out CB&T. The Deputy Commissioner is the Divisional Training Coordinator, the Deputy CEO is the District Training Coordinator, the BDO is the Block Training Coordinator and the gram sewak is the village level training coordinator. Handholding support is provided through resource persons at every level.

Training Status

The training coverage in the State has been consistently low over the years. With a total of 233106 elected representatives currently, the State reported training coverage of 24% ERs in 2009-10. This has improved with involvement of SPAs through outsourcing in 2010-11 to 40%. However the State has still a long way to go for achieving the desirable 100% coverage. Trainings are conducted on various topics such as Right to Information (RTI), gram panchayat functioning, infrastructure development, etc. The various training methodologies employed are games, role play etc.

Other Capacity Building Approaches Used

Capacity building for EWRs is done separately through the State level federation of EWRs through the Panchayat Mahila Shakti Abhiyan. A helpline has been established at YASHADA for information seeking on rural development issues. Maharashtra has been using SATCOM through the existing infrastructure of 55 SITs. The district and block panchayats have been given technical and administrative support by way of appointing four personnel at each level in 12 BRGF districts.

Further Plans & Take Away from Workshop

- An independent studio at YASHADA and 138 SITs in 12 BRGF districts are coming up
- Under BRGF 138 SITs are being launched

Take away from workshop are listed as under:

- Reinforce TNA
- Third-party monitoring
- Third-party TIA
- Application of Innovative ICT tools and Films in conduct of training programmes
- BRCs to be established and strengthened



6.16 Meghalaya

State PRI Overview

Meghalaya, one of the relatively more peaceful States in the north east, has a population of 23,06,069 with 86 per cent of the people living in rural areas. The administrative setup is made up of seven districts, 39 blocks, 1815 area employment councils (AEC), 6106 village employment councils (VEC) and 5780 villages. The VEC and AEC are bodies for planning, implementation, monitoring and evaluation at the grass root level. The total number of elected representatives are 30530, all at village level. The State has 30% reservation for women.

Current Status of CB&T in the State

The following Table summarises the CB&T activities being carried out in the State.

Training Coverage	No. of ERs	2009-10	9769
		2010-11	11857
	Percentage	2009-10	32
		2010-11	39
No. of Training Modules Developed			4 (yet unpublished)
Functional Helpline			Yes No.: 1800 345 0364
Functional Website			www.megsird.gov.in
Resource Persons/Trainers Developed			Not Available
Master Resource Persons/Trainers Developed			53
Newsletter			Yes (half yearly)
Capacity Assessment			No
Training Needs Assessment			No (proposed in December 2010)
Training Impact Assessment			No
Exposure Visits			Yes. 20 people.
Functional SATCOM			Yes (DERT, Shillong)
Trainings done through SATCOM			1
Training/Communication Material Development			Yes – handbooks, documentaries
Radio/TV Programmes			FM Radio (daily broadcast)
CSOs/Service Providers Contracted			No
FAQs			Yes

Key Achievements

- Courses for master trainers conducted (7 programmes covering 205 participants)

Overall CB&T Approach and Strategies

The State conducts training largely at the village level and is planning on developing resource persons at the grass root level to train the VEC and AEC members.

Development of CB&T Material/Aids

Four modules have been developed for ToT purposes on various subjects like MGNREGS, AEC/VEC members and a basic induction course. Materials have been developed on the lines of FAQs, handbooks, and documentaries.



Development of Resource Persons

The State has identified and developed 75 resource persons apart from the faculty at the SIRD. Of the identified 75 only 53 are available to conduct trainings. Resource persons are being identified at the village and block level as well.

Training Status

The ER training coverage in the State has shown marginal improvement from about 32% in 2009-10 to about 39% in 2010-11, and requires a significant push to achieve the desirable 100% mark. The following courses have been taken up in the State.

- Basic Induction Courses for AEC/VEC Chairmen, Secretaries and office bearers (216 programmes covering 6337 participants)
- Basic Functional Courses for AEC/VEC Chairmen, Secretaries and office bearers (184 programmes covering 5520 participants) Functional Literacy Course
- Functional Literacy Course
- Sectoral Focus Thematic Programmes (12 programmes covering 944 participants)

Other Capacity Building Approaches Used

The State is using the radio to generate awareness and run campaigns on various issues. SATCOM has been used once for 70 participants. Films and documentaries are used as part of the training. Radio programmes have been conducted on subjects like BRGF, NREGA and other rural sector programmes.

Further Plans & Take Away from Workshop

- Selection and capacity building of village level resource persons @ three per village
- Setting up of Project Management Unit (PMU), nine SITs, and Information Dissemination Centre
- Training Needs Assessment for all functionaries

Take away from workshop are listed as under:

- Community Resource Persons would be developed for handholding support to the ERs
- Training programmes of integrated decentralised participatory planning at village and upward levels
- Development of training materials, success stories
- Social learning groups at village levels
- Capacity assessment of the SIRD



6.17 Mizoram

State PRI Overview

Sandwiched between Myanmar in the east and south and Bangladesh in the west, Mizoram occupies an area of great strategic importance in the northeastern corner of India. It has eight districts, 26 blocks and 725 village councils. The total number of elected representatives is 3406. The State has 30% reservation for women.

Current Status of CB&T in the State

The following Table summarises the CB&T activities being carried out in the State.

Training Coverage	No. of ERs	2009-10	0
		2010-11	1162
	Percentage	2009-10	0
		2010-11	34
No. of Training Modules Developed			No
Functional Helpline			Not Available
Functional Website			www.lad.mizoram.gov.in
Resource Persons/Trainers Developed			26
Master Resource Persons/Trainers Developed			10
Newsletter			Yes. Monthly
Capacity Assessment			No
Training Needs Assessment			No. In progress for BRGF districts
Training Impact Assessment			No
Exposure Visits			No
Functional SATCOM			No
Trainings done through SATCOM			No
Training/Communication Material Development			Video shows
Radio/TV Programmes			No
CSOs/Service Providers Contracted			No
FAQs			No

Key Achievements

- ER training coverage increased from nil in 2009-10 to 34% in 2010-11
- Three helplines set up, in 2009 and 2010 manned by two persons each
- Monthly newsletter has been started

Overall CB&T Approach and Strategies

The State of Mizoram has one SIRD and two ETCs through which the training for elected representatives is conducted.

Development of CB&T Material/Aids

The State has not published any module or any other training aid such as booklets, etc. The training uses PowerPoint presentations with reading material like the newsletter, etc. Training modules have only been prepared for the trainers and master trainers.



Development of Resource Persons

The State has developed 10 master trainers and 26 resource persons to conduct CB&T interventions. These resource persons include the faculty at SIRD, the helpline attendants, CB coordinators, Principals and instructors of the two ETCs, etc. Of these, 13 are dedicated to the BRGF districts. They recently engaged eight district resource persons.

Training Status

In spite of a small number of ERs in the State, the training coverage has been very low. While it did not train any ERs in 2009-10, the figure improved to 34% in 2010-11. However, it needs to aim for 100% coverage which should not be difficult considering that the total number of ERs in the State is just 3406.

Other Capacity Building Approaches Used

Currently only video shows are being conducted in the State apart from regular training.

Further Plans

- Block level network of village councils to be set up early next year
- Radio and TV programmes, pamphlets and posters to be used in campaigns in the first half of 2011
- Exposure visit to Hiware Bazar in 2011 for select members of the village councils and officials
- Another quarterly newsletter to be started when the IEC manager is engaged



6.18 Orissa

State PRI Overview

Orissa, situated on the east coast of India, is the ninth largest State in India by area (155,707 sq. km.). Orissa is made up of 30 districts, 58 sub-divisions, 316 tehsils, 1863 revenue circles, 314 blocks and 51,061 villages, which have been grouped into 6234 gram panchayats. The PRIs at the district, block and village level are the zilla parishad, panchayat samiti, gram panchayat respectively. Orissa also has a provision for *pallisabhas* or ward sabhas in the State. The total number of elected representatives in PRI in the State is 100864. The State has 33% reservation for women in PRIs.

Orissa has 12 tribal districts, 18 tribal blocks and 1902 tribal gram panchayats, which come under the purview of the PESA Act. Orissa has formally identified 13 primitive tribal groups across the State. They comprise 19,000 families in 519 habitations. Reservations for SCs & STs in panchayats are made in accordance with their percentage of population in panchayats, which is 16.36 per cent and 26.71 per cent for SCs and STs respectively.

The Panchayati Raj Department in the State was formed in 1994. Pursuant to the 73rd Constitutional Amendment Act, 1992, Orissa has suitably amended the existing laws relating to panchayats, which include the Orissa Zilla Parishad Act, 1961, the Orissa Panchayat Samiti Act, 1959 and the Orissa Gram Panchayat Act, 1964.

Current Status of CB&T in the State

The following Table summarises the CB&T activities being carried out in the State.

Training Coverage	No. of ERs	2009-10	39177
		2010-11	54172
	Percentage	2009-10	39
		2010-11	54
No. of Training Modules Developed			6
Functional Helpline			Yes No.: 1800 345 6770
Functional Website			Yes
Resource Persons/Trainers Developed			432 (SIRD empanelled) & 250 (Govt. resource persons)
Master Resource Persons/Trainers Developed			83 available out of 104 trained
Newsletter			24 issues of quarterly "Panchayat Samachar" published since 2005 and 7000 copies printed and distributed
Capacity Assessment			Yes
Training Needs Assessment			Conducted in 2008 & 2009 by SIRD
Training Impact Assessment			No
Exposure Visits			6-days exposure visit conducted for 28 PS & GP elected members of PTG Panchayat
Functional SATCOM			Yes, GRAMSAT through ORSAC
Trainings done through SATCOM			>70 programmes conducted through >1400 receiving units covering >1,00,000 participants
Training/Communication Material Development			18 video films & posters for all training manuals developed in Oriya and English
Radio/TV Programmes			TV programmes: <i>Sunar Odisha</i> on OTV twice weekly (since 2009) & <i>Ama Katha Odisha Katha</i> weekly on Doordarshan (since 2005) with coverage across the State
CSOs/Service Providers Contracted			82
FAQs			Yes



Key Achievements

- Increased coverage in 2010-11 (53.7%) compared to 2009-10 (38.7%)
- Interactive website
- Functional help line linked with website
- Development of six training modules (both for participants and for trainers) plus ToT module for trainers' training
- Development of 432 empanelled resource persons
- Partnerships with 82 CSOs to increase training reach
- Extensive ICT usage through GRAMSAT, video-conferencing facility till block, films, TV programmes, helpline, etc.
- Paperless communication on all matters regarding PRI CB&T

Overall CB&T Approach and Strategies

Training and capacity development in the State is carried out for Panchayati Raj elected representatives primarily through the SIRD. Orissa is currently following the cascade model for addressing the huge training needs and have developed a cadre of trainers known as resource persons who are allocated to the 82 District Partner NGOs (DPNGOs) identified in every district for coordinating with relevant authorities and providing logistics support for all training programmes. The State also has three ETCs at Bhubaneswar, Kalahandi and Keonjhar with each ETC catering to 10 districts.

A comprehensive 'Capacity Assessment and Capacity Development Strategy' Study was recently undertaken under the MoPR-UNDP CDLG Project. The report recommends the development of a PRTI with the sole focus on holistic capacity building of PRIs, strengthening of the current three ETCs and developing six new ETCs, an overall strategic framework for holistic capacity building with 10 strategies supported by the development of 14 systems for efficient management.

Development of CB&T Material/Aids

Orissa has developed several modules to support training and for bringing about uniformity during the Dakshyata Project. The following manuals have been developed with support from UNDP.

- Rule, Role & Responsibility
- Transparency & Accountability
- Rural Development Schemes in PRD
- Social Welfare & Other Line Department Schemes
- Financial Accounting & Management
- ToT module - "Direct Trainers' Skill"

Some training materials have also been prepared by resource persons and the DPNGOs to use in the programmes in order to make them more relevant for the participants, especially those in tribal areas.



Development of Resource Persons

To address the huge training load, the Panchayati Raj Department has developed a cadre of resource people to train the elected representatives and panchayat support functionaries. Orissa currently has a team of 432 empanelled resource persons who have been trained extensively and assessed rigorously through processes like peer reviewing.

Training Status

With over one lakh elected representatives the State, the State PRD has a long way to attain 100% ER training coverage, which has remained consistently low. The ER training coverage was about 39% in 2009-10, which rose to 54% in 2010-11. Nevertheless, the overall training coverage (ERs and officials) showed impressive improvement from about 43962 in 2009-10 to 132254 in 2010-11, which included 78082 officials.

Other Capacity Building Approaches Used

The SIRD and UNDP are in the process of preparing some low cost short films on various themes for training. Interactive training programmes are also conducted through GRAMSAT (satellite training programmes). A helpline Sanjog has been in operation since 2006.

Further Plans & Take Away from Workshop

The SIRD envisages its presence in all 314 blocks of the State by April 2012. They plan on increasing the number of ETCs to 10, from the present three, so that each covers around two to three districts.

In order to achieve their target of 100 per cent coverage of the elected representatives, they have estimated the following requirements.

- 837 training programmes per month
- 1350 resource persons
- 272 partners

They have engaged services of resource persons as well as District Partner Non-Government Organizations (DPNGOs) to meet their mandate.

Take away from workshop are listed as under:

- E-Book concept would be implemented
- Helpline would be augmented, by making available FAQs
- TIA is required; MoPR should help
- Learn from Rajasthan for providing training to all ERs within 100 days



6.19 Punjab

State PRI Overview

Punjab, called the granary of India is known for its agricultural productivity and is one of the richest States in the nation. It is slowly becoming a preferred location for business and industrial activity. The State shares its borders with Pakistan, Jammu & Kashmir, Himachal Pradesh, Haryana and Rajasthan. Punjab has 20 district panchayats, 141 block panchayats and 12800 gram panchayats with a total of 84138 elected representatives. The women's reservation in the State is 33%.

Current Status of CB&T in the State

The following Table summarises the CB&T activities being carried out in the State.

Training Coverage	No. of ERs	2009-10	68138
		2010-11	89443
	Percentage	2009-10	81
		2010-11	106
No. of Training Modules Developed			5
Functional Helpline			Not Available
Functional Website			http://www.punjabgovt.nic.in
Resource Persons/Trainers Developed			110
Master Resource Persons/Trainers Developed			5
Newsletter			No
Capacity Assessment			No
Training Needs Assessment			Yes (SIRD, 2008)
Training Impact Assessment			No
Exposure Visits			5 visits in 2009-10
Functional SATCOM			No
Trainings done through SATCOM			No
Training/Communication Material Development			4 booklets and handbills
Radio/TV Programmes			No
CSOs/Service Providers Contracted			6
FAQs			No information

Key Achievements

- More than 100% coverage in 2010-11
- Exposure visits to Himachal Pradesh and Goa
- Exposure visits for SIRD faculties and BDPOs

Overall CB&T Approach and Strategies

The training for gram panchayat and panchayat samiti members is held at block headquarters while the zilla panchayat representatives' training is done at the district headquarters. The average batch size for gram panchayat, panchayat samiti and zilla panchayat level trainings is 50, 30 & and 25 participants.



Development of CB&T Material/Aids

Training modules have been created for the training of trainers. Separate training modules have been created for zilla parishad members, panchayat samiti members and gram panchayat members. Booklets and handbills have been created in Punjabi on the functioning of the Panchayati Raj for the benefit of the elected representatives.

Development of Resource Persons

Only two faculty members from the SIRD are engaged in training. Resource persons are taken from a pool of retired officers, from among current line department officials, NGO activists, etc. who undergo an eight to ten day ToT. They are going to undergo another additional ToT programme for five to eight days.

Training Status

With an ER training coverage of 81% in 2009-10, the State registered coverage of 106% in 2010-11. The ERs receive training under BRGF, RGSY, NRHM, MGNREGS, as well as computer training. There is a lack of adequate resource persons in the State to carry out training activities. Also, the training infrastructure needs improvements.

Other Capacity Building Approaches Used

Thirty sarpanches, panchayat samiti and zilla parishad members were taken on an exposure tour to various places in Himachal Pradesh. 15 zilla parishad members were also taken to Goa. The SIRD faculty and BDPOs were taken to Maharashtra, Tamil Nadu, Karnataka and Kerala. Radio programmes, helplines, newsletters or SATCOM based trainings have not been organised in the State. As part of the gram sabha awareness campaign, rallies were held and slogans were put up as wall paintings and films and videos were screened in the communities.

Further Plans & Take Away from Workshop

- Deploy 18 SIRD teams and six Center for Research in Rural & Industrial Development (CRRID) teams to conduct training simultaneously

Take away from workshop are listed as under:

- 100% coverage would be achieved
- Newsletter will be initiated
- Helpline will be initiated
- Accreditation of resource persons to be taken up
- Appointment of District & Block level Training Coordinators
- Multimedia training aids to be developed



6.20 Rajasthan

State PRI Overview

Rajasthan, the desert State of the country, is made up of 33 districts, 248 blocks and 9166 gram panchayats. The total number of elected representatives is 1,30,185. The State has 50 per cent reservation for women, 16 per cent for SCs and 12 per cent for STs (45% in tribal districts).

Current Status of CB&T in the State

The following Table summarises the CB&T activities being carried out in the State.

Training Coverage	No. of ERs	2009-10	72029
		2010-11	104148
	Percentage	2009-10	55
		2010-11	80
No. of Training Modules Developed			5
Functional Helpline			Not Available
Functional Website			www.rajpanchayat.gov.in
Resource Persons/Trainers Developed			1300
Master Resource Persons/Trainers Developed			Not Available
Newsletter			Yes
Capacity Assessment			Yes
Training Needs Assessment			Yes
Training Impact Assessment			Yes
Exposure Visits			No
Functional SATCOM			Yes (partially commissioned)
Trainings done through SATCOM			None
Training/Communication Material Development			No
Radio/TV Programmes			No information
CSOs/Service Providers Contracted			No information
FAQs			No information

Key Achievements

- Impressive coverage of 80% in 2010-11
- A large number of new elected representatives and officials were trained within a 100 day period (from 21st April 2010 to 31st July 2010) by adopting a systematic approach to training in the cascade mode
- 85 per cent attendance received across the State at all levels
- State level and division wise sharing workshop conducted to review PRI training
- 100 percent of zilla parishad *pramukhs* are trained

Overall CB&T Approach and Strategies

Training is being delivered in the cascade mode across the State through trained trainers. The SIRD uses the satellite communication mode from time to time to disseminate information. Content is being developed to be shared through SATCOM.



Development of CB&T Material/Aids

The State has developed five modules for dissemination to all stakeholders in the local language. It is also developing films/videos and materials to be shared through SATCOM.

Development of Resource Persons

The State has created a cadre of 1300 resource persons who directly train the elected representatives and support functionaries.

Training Status

Over the last three years, the ER training coverage in the State has improved from about 42% in 2008-09 to 55% in 2009-10 and then 80% in 2010-11. In 2010-11, the State conducted a 100 days training campaign for PRIs across the State wherein 112683 were trained, of which 8535 were officials. For more details, please see Annexure 5.

Other Capacity Building Approaches Used

The State currently uses the cascade mode for training and occasionally SIRD utilises the SATCOM facility. Plans are on for other approaches like exposure visits and short films.

Further Plans & Take Away from Workshop

- Video documentation of model panchayat is being done. They will be disseminated through SATCOM
- Interactive video training modules being prepared on how to conduct the gram sabha and roles and responsibilities of the ward members
- Exposure visits planned for three teams to visit Kerala, Maharashtra and Andhra Pradesh

Take away from workshop are listed as under:

- IGIPR would launch its website and provide links to other portals such as Solution Exchange
- TIA is required; MoPR should help
- SATCOM, RAILTEL, BSNL, SWAN etc. would be utilised
- Recently 5 Departments have been assigned to PRIs, therefore, fresh TNA would be required



6.21 Sikkim

State PRI Overview

Sikkim, though one of the smallest States in the country, is situated in a very strategic place for the nation, sharing its boundary with three other countries and West Bengal to the south. The State has 4 zilla panchayats, 28 block administrative centers and 165 gram panchayats with 1001 elected representatives. The State has 40% reservation for women.

Current Status of CB&T in the State

The following Table summarises the CB&T activities being carried out in the State.

Training Coverage	No. of ERs	2009-10	397
		2010-11	1321
	Percentage	2009-10	40
		2010-11	134
No. of Training Modules Developed			3
Functional Helpline			Not Available
Functional Website			www.sirdsikkim.com
Resource Persons/Trainers Developed			61
Master Resource Persons/Trainers Developed			75
Newsletter			Yes. Monthly
Capacity Assessment			No
Training Needs Assessment			Only a workshop
Training Impact Assessment			No
Exposure Visits			Yes. 294 people
Functional SATCOM			No (but video conferencing facilities available)
Trainings done through SATCOM			NA
Training/Communication Material Development			Booklets, video jingles and films, audio songs
Radio / TV Programmes			Weekly TV programme
CSOs/Service Providers Contracted			Some for gram sabha mobilisation, social audit
FAQs			No information

Key Achievements

- More than 100% ER training coverage in 2010-11
- First and only State to achieve total sanitation
- Integration of traditional systems of governance into the Panchayati Raj system

Overall CB&T Approach and Strategies

The overall CB&T strategy is of direct training and strengthening of block level resource centres and training and capacity building through partnerships with NGOs/CSOs of repute with a good track record. At the beginning of each year, an analysis is done with the stakeholders (DDOs, BDOs, elected representatives, master trainers of RD programmes, line department officials and NGOs) of the training needs and based on its outcome, the training calendar is designed for the coming year.



Development of CB&T Material/Aids

The SIRD has developed three modules on “Decentralisation in Sikkim”, “Flagship Programmes” and “Social Accountability”. Two hundred copies each of these were printed in English and Nepali in February 2010. Booklets on the gram sabha, gram panchayats and the role of panchayats in development have been printed in December 2009 in English and Nepali.

Development of Resource Persons

The State has 61 trainers and 75 master trainers available under various rural development schemes like MGNREGS, BRGF, action research projects that the SIRD conducts under the Lab to Land initiatives.

Training Status

Given a total of 1001 elected representatives (ERs), the State trained a total of 4519 persons in 2010-11, which included 1321 ERs (132%). Training is given in the Dhara Vikas Programme (similar to the Watershed Programme), Saakshar Bharat Programme, Total Sanitation Campaign, MGNREGS, social mobilisation, National Rural Drinking Water Programme, etc. The State has video-conferencing facilities set up with assistance from ISRO.

Other Capacity Building Approaches Used

The State has developed videos, jingles, films, audio albums and booklets as other means of information dissemination to the Panchayati Raj stakeholders. Exposure visits have been made to model gram panchayats within the State. The faculty has been taken on exposure visits to The Netherlands.

Further Plans & Take Away from Workshop

Take away from workshop are listed as under:

- Cascade mode of training may be adopted
- Study tours to good PRIs will be undertaken
- Research studies will be undertaken
- Capacity Building of faculties of SIRDs to be taken up



6.22 Tamil Nadu

State PRI Overview

Tamil Nadu is made of 31 districts, 385 blocks, 12,620 gram panchayats, which are in turn made of 16,564 villages. The total number of elected representatives is 117716. Tamil Nadu has 33% women's reservation.

Current Status of CB&T in the State

The following Table summarises the CB&T activities being carried out in the State.

Training Coverage	No. of ERs	2009-10	8786
		2010-11	80603
	Percentage	2009-10	7
		2010-11	68
No. of Training Modules Developed			1
Functional Helpline			Not Available
Functional Website			www.tnrd.gov.in
Resource Persons/Trainers Developed			570
Master Resource Persons/Trainers Developed			20
Newsletter			No (monthly proposed from January 2011)
Capacity Assessment			No
Training Needs Assessment			Yes
Training Impact Assessment			No
Exposure Visits			Yes
Functional SATCOM			No
Trainings done through SATCOM			None
Training/Communication Material Development			Compendiums, handbooks, charts, posters
Radio/TV Programmes			Daily TV clippings
CSOs/Service Providers Contracted			No
FAQs			No information

Key Achievements

- Impressive increase in ER training coverage from 7% in 2009-10 to 68% in 2010-11
- More than two lakh copies printed of 24 handbooks/compendiums
- Issue of Identity Cards to the Heads of three tiers of panchayat and for the members of panchayat unions and district panchayats
- Provision of telephone facilities to all village panchayats with Internet facilities
- Provision of wireless facilities to all panchayat unions

Overall CB&T Approach and Strategies

The State follows the cascade mode of training, but also utilises other methods to ensure holistic capacity development. These strategies include IEC campaigns involving street plays and posters as well as regular and extensive exposure visits. On-line web based training is conducted for ICT skills for the RD and Panchayati Raj functionaries. Customised software is used to monitor the training programmes and for the creation and maintenance of the database. Elected leaders of all panchayats are used as resource persons in training programmes.



Development of CB&T Material/Aids

Variety of training modules have been developed, and are being used for conducting training. Various handbooks (28) have been developed on different subjects related to PRI. Posters on PR and gram sabha have been developed. Charts for training have also been developed. The State has also developed films for utilization in training.

Development of Resource Persons

About 710 trainers have been identified out of which 659 have been trained through a 6 day ToT module. 570 trainers out of these are currently active and are conducting training as required. State has also developed 25 Master trainers out of which 20 are currently available for ToTs. The awarded Panchayat leaders are also involved as resource persons.

Training Status

With a challenge of training 117716 elected representatives (ERs), the State has made considerable improvement over the previous years to train 68% ERs in 2010-11. The overall training coverage in 2010-11 was 112350, of which 31747 were officials. The State is known to use innovative ways to make training more interesting and engaging, however, it should simultaneously aim at the desirable 100% ER training coverage as well.

Other Capacity Building Approaches Used

State has been promoting exposure visits both within the state as well as outside the state. All trainers are subjected to 2 day exposure visits during the 6 day ToT. More than 5000 elected representatives have been sent for exposure visits so far during 09-10 and 10-11.

Helpline is functional. Newsletter is also planned. Online web based training is also undertaken. Course materials are supplied in CD form also. Best Village Panchayat Award has also been constituted and given on a regular basis. Awarded Panchayat leaders are involved as resource persons for training. Street plays are also being used as a medium of capacity building.

Further Plans & Take Away from Workshop

- 5-year Perspective Plan for the next round of ERs, who would come after the next election
- Focus on 100% coverage achievement
- FAQs on the website
- Training impact assessment (TIA) to be undertaken for BRGF & RGSY
- Use Role Plays, Films, Dramas, Folk songs



6.23 Tripura

State PRI Overview

Tripura is the remotest State in north east India. It has a population of 27,57,205 making it one of the smallest States in the country. It is divided into four districts, 40 blocks, 511 gram panchayats and 527 villages. The total number of elected representatives are 5676. State has 50% reservation for women.

Current Status of CB&T in the State

The following Table summarises the CB&T activities being carried out in the State.

Training Coverage	No. of ERs	2009-10	1060
		2010-11	5502
	Percentage	2009-10	19
		2010-11	97
No. of Training Modules Developed			4
Functional Helpline			Not Available
Functional Website			www.tripura.nic.in/panchayat
Resource Persons/Trainers Developed			16
Master Resource Persons/Trainers Developed			Not Available
Newsletter			No
Capacity Assessment			No
Training Needs Assessment			Yes (1 day meet)
Training Impact Assessment			No
Exposure Visits			Yes (7 people)
Functional SATCOM			No
Trainings done through SATCOM			NA
Training/Communication Material Development			5 booklets
Radio/TV Programmes			No
CSOs/Service Providers Contracted			Yes
FAQs			No information

Key Achievements

- Impressive increase in ER training coverage from 19% in 2009-10 to 97% in 2010-11
- Training modules prepared in the local language as per NCBF and circulated among trainers, participants and line department officials
- Modules being circulated in CD form
- 21 Common Service Centres set up and functioning

Overall CB&T Approach and Strategies

Training in Tripura is conducted in the cascade mode with master trainers and resource persons having been developed. Representatives of line departments also act as resource persons for training programmes. The State also conducts hand holding practical training sessions along with exposure visits.

Development of CB&T Material/Aids

Four training modules have been prepared according to the NCBF templates for courses to be conducted for elected representatives on core issues and content. Apart from these, five



booklets have been developed on subjects, such as the Panchayati Raj Act, MGNREGS guidelines, the Finance Commission and conducting panchayat meetings.

Development of Resource Persons

The State has developed 30 master trainers and 30 resource persons who have conducted PRI trainings. The State also utilises line department representatives as resource persons for training programmes.

Training Status

The State made an impressive improvement from about 19% in 2009-10 to 97% in 2010-11. Training needs assessment workshops have been conducted wherein line department officials, trainers and elected representatives participated. The State is also training 4165 village committees in the Sixth Schedule areas. Against a total of 5676 ERs in the State, it trained a total of 8596 in 2010-11, of which 3094 were officials. The State can put in system in place by which, besides training officials, it is consistently able to achieve 100% training coverage of ERs every year.

Other Capacity Building Approaches Used

The State has not used SATCOM facilities. They have conducted one exposure visit to Tamil Nadu for a few elected representatives. Hand holding support is also given in terms of conducting practical sessions during the training programmes.

Further Plans & Take Away from Workshop

- Conduct gram sabha strengthening programmes
- E-learning module in local language to be uploaded for use by all stakeholders
- Setting up helpline
- Set up all the planned CSCs

Take away from workshop are listed as under:

- Collaboration with SIRD, NIIT, APTECH etc
- TNA would be utilised for the Action Plan
- Empanelment of resource persons & training them
- DPRO would be notified as District level Training Coordinator. Similarly, Block Panchayat Officers for the Block levels
- Preparation of quality reading materials



6.24 Uttar Pradesh

State PRI Overview

Uttar Pradesh is the largest State in the country in terms of population. If Uttar Pradesh was a country, it would be the sixth most populous country in the world. It comprises 72 districts, 821 blocks and 6,51,183 villages grouped into 51,914 gram panchayats. The State possesses largest volume of the elected representatives in the country with 771661 elected representatives across the three tiers. The State has 33% reservation for women.

Current Status of CB&T in the State

The following Table summarises the CB&T activities being carried out in the State.

Training Coverage	No. of ERs	2009-10	53451
		2010-11	246776
	Percentage	2009-10	7
		2010-11	32
No. of Training Modules Developed			1
Functional Helpline			Not Available
Functional Website			www.panchayatiraj.up.nic.in
Resource Persons/Trainers Developed			1080
Master Resource Persons/Trainers Developed			520
Newsletter			Yes. Monthly since August 2010 (75,000 copies)
Capacity Assessment			No
Training Needs Assessment			No. In process
Training Impact Assessment			No
Exposure Visits			Yes. 3 people
Functional SATCOM			No
Trainings done through SATCOM			None
Training/Communication Material Development			Booklets
Radio/TV Programmes			No
CSOs/Service Providers Contracted			5 Service Providing Agencies engaged
FAQs			No

Key Achievements

- Significant improvement in ER training coverage of 32% in 2010-11 as compared to previous years
- More than 1.50 lakh copies of the training module distributed
- Opted for the outsourcing model with five SPAs on board for training delivery in 2010-11; the number of SPAs being increased in 2011-12
- Core content design by external agency

Overall CB&T Approach and Strategies

Training in Uttar Pradesh is implemented through the cascade mode of training. The State is yet to introduce alternative modes of training, but they are in the process of doing so. It has already involved five institutions (SPAs) for partnering in training delivery.



Development of CB&T Material/Aids

Uttar Pradesh has developed one module that is to be used by the trainers and the elected representatives. This module covers the subjects of the Panchayati Raj legislations, DPCs, accounting, implementation of rural development schemes, etc. More than 1.50 lakh copies have been published and distributed in Hindi. A booklet has also been printed regarding constitutional provisions, audit, etc.

Development of Resource Persons

The State has developed a team of 1080 trainers and 520 master trainers who are available for conducting training in the cascade mode.

Training Status

The State has over 7.7 lakh elected representatives (ERs), which is the largest in the country. The overall training in the State has been generally low, with the exception of 2007-08, when it reported a number of 270773. However, since late 2009-10, the State PRD has taken a more systematic approach towards PRI CB&T. The CB&T is being handled by a State level Project Management Unit (PMU), which has prepared training materials under the banner of State PRD and also conducted TOTs and TNA. Using 100% outsourcing approach, the State engaged five service providing agencies (SPAs) in 2010-11 to conduct training and covered about 32% ERs. In 2011-12, the State PRD has considerably increased the number of SPAs to about 30. Since the SPA engagement process has been initiated early in the year, it is expected to give some impressive results in 2011-12. The State is also working on setting up a State level *Panchayati Raj Training Institute (PRTI)*.

Other Capacity Building Approaches Used

Uttar Pradesh is in the process of setting up a helpline and SATCOM infrastructure for CB&T. It has not developed any films or any other training aids. An exposure visit has been conducted for three senior level officials of the Zilla Panchayat to AMR-APARD, Hyderabad for two days. A newsletter was begun in August 2010 and every month it provides information related to Panchayati Raj and 75,000 copies have been distributed.

Further Plans & Take Away from Workshop

The State's basic aim with regard to PRI CB&T is to achieve 100 per cent coverage and this is planned through the PPP mode.

Take away from workshop are listed as under:

- Focus on achieving 100% coverage as an urgent measure
- ToT to be undertaken
- Use of Role Plays, Films, Dramas, Folk songs to be promoted
- Research Studies on ensuring higher attendance of elected representatives during training to be undertaken
- Residential training for Special groups (EWRs, SC/ST ERs)



6.25 Uttarakhand

State PRI Overview

Uttarakhand is the 27th State of the country that was carved out of Uttar Pradesh. It has some of the highest peaks of the country and though it is beautiful, a significant number of districts are hilly and the terrain is difficult. The State has 13 district panchayats, 95 block level panchayats and 7541 gram panchayats with a total of 61558 elected representatives. The reservation for women is currently 50%.

Current Status of CB&T in the State

The following Table summarises the CB&T activities being carried out in the State.

Training Coverage	No. of ERs	2009-10	82
		2010-11	34101
	Percentage	2009-10	0
		2010-11	55
No. of Training Modules Developed			3
Functional Helpline			Not Available
Functional Website			http://gov.ua.nic.in/uird/
Resource Persons/Trainers Developed			249
Master Resource Persons/Trainers Developed			Not Available
Newsletter			No
Capacity Assessment			No
Training Needs Assessment			No
Training Impact Assessment			No
Exposure Visits			No
Functional SATCOM			No
Trainings done through SATCOM			No
Training/Communication Material Development			5 handbooks
Radio/TV Programmes			No
CSOs/Service Providers Contracted			10
FAQs			No

Key Achievements

- Significant improvement in ER training coverage of 55% in 2010-11 as compared to previous years
- Training under various issues and schemes – RGSY, MGNREGS, SHG & IG activities, HIV/AIDS, disaster management
- 50 per cent reservation for women

Overall CB&T Approach and Strategies

Uttarakhand conducts training through the Uttarakhand Institute of Rural Development (UIRD) and eight ETCs. Uttarakhand has engaged in direct training of elected representatives, with ToTs and the zilla and block level elected representatives receiving training at the UIRD and the gram panchayat elected representatives and nyaya panchayats receive training at the ETC level. Overall monitoring of training is carried out by the PRD. NGOs are engaged for the purpose of training under BRGF.



Development of CB&T Material/Aids

The State has developed three training modules in Hindi. The training material is developed by UIRD in consultation with the PRD and active elected representatives of panchayats. The ToT modules have also been developed. Role play is used extensively as a method during the training for EWRs who constitute 50 per cent of the group.

Development of Resource Persons

The State has a cadre of 249 trainers. Registered trainers are used for conducting the ToT at the UIRD.

Training Status

In comparison to an extremely low ER training coverage over the previous years, the State achieved 55% ER training coverage in 2010-11, which included the basic Functional Course prescribed in the NCBF. In addition, training covered HIV/AIDS, community based disaster management, MGNREGS, RSGY, preparation of development plan, ICT and SHG and IG activity training. Considering the hilly terrain, with habitations even at 11,000 feet, the poor infrastructure and lack of adequate human resources at the ETCs' level are matters of concern.

Other Capacity Building Approaches Used

The State utilises methods like film screening in the training of elected representatives. They have also used the film on Hiware Bazar. Role play is used extensively as a training method to address the training needs of the special groups within the clientele of elected representatives like EWRs.

Further Plans & Take Away from Workshop

- Establishment of SATCOM
- Planning demand based training
- Differentiated training modules for special groups like elected representatives with low literacy
- Different training methodologies

Take away from workshop are listed as under:

- TNA to be undertaken
- Newsletter to be initiated
- Use of PRI staff as trainers will be promoted



6.26 West Bengal

State PRI Overview

West Bengal, with a population of 80,17,619, is the seventh most populous State in the nation. West Bengal's administrative set up comprises of 18 districts, 333 blocks (excluding Darjeeling Hill Areas' 8 blocks which have no panchayat samitis) and 3351 gram panchayats that are made of 37,036 revenue villages. The total number of elected representatives in PRI in the State is 51423. The State has 33% reservation for women. Reservations for the SCs and STs is according to their population, which is 34 per cent and eight per cent respectively.

Current Status of CB&T in the State

The following Table summarises the CB&T activities being carried out in the State.

Training Coverage	No. of ERs	2009-10	11287
		2010-11	52754
	Percentage	2009-10	22
		2010-11	103
No. of Training Modules Developed			15
Functional Helpline			Yes No.: 033 223 11468 3278 calls received since 2008
Functional Website			www.wbprd.gov.in
Resource Persons/Trainers Developed			785
Master Resource Persons/Trainers Developed			41
Newsletter			Yes, monthly called "Panchayati Raj" – 34 issues published
Capacity Assessment			No
Training Needs Assessment			No
Training Impact Assessment			Yes. Evaluation of CB interventions conducted in 2006, 2008 & 2009
Exposure Visits			5140 elected representatives
Functional SATCOM			Yes
Trainings done through SATCOM			15 day training programmes for 4 hours a day
Training/Communication Material Development			18 Bengali video films & books
Radio/TV Programmes			Radio (<i>Panchayat O Gramonayner Aasor</i>) & TV (<i>Panchayat Darpan</i>) weekly programmes
CSOs/Service Providers Contracted			SRD Cell within WBSRDA
FAQs			Yes

Key Achievements

- The MoPR accepted West Bengal's perspective plan as the template and sent it to other States
- Impressive improvement in ER training coverage from 22% in 2009-10 to 103% in 2010-11
- Temporary district training centres established in rented premises
- SITs in all zilla panchayats, ETCs and at State Institute of Panchayats & Rural Development (SIPRD)
- Technical assistance provided to all level of PRI for planning



Overall CB&T Approach and Strategies

The State Institute of Panchayat and Rural Development (SIPRD) has five ETCs across the State to increase its reach. Training is done in the cascade mode and the State outsources most of its activities internally to the SRD Cell of the West Bengal State Rural Development Agency (WBSRDA), which is a registered society under the Rural Development Department with staff who have a NGO background and their services are used full time for the CB&T interventions. This strategy has come about after many experiences of working with the NGOs.

Development of CB&T Material/Aids

The State has developed 15 training modules, 18 Bengali films and many FAQs on various subjects. Nine volumes on the training of sub committees of the gram panchayat and five volumes on training of standing committees of the panchayat samiti and the zilla parishad have been prepared in Bengali.

Development of Resource Persons

There are 41 master trainers out of which 25 are full time contractual staff. The number of resource persons identified and trained for CB&T of Panchayati Raj is 785. Out of these 560 are full time contractual staff and 225 are selected from among the working officers and paid a honorarium for the five days a month on an average that they are required for CB&T. There are 42 field based officers to orient people about satellite communication. There are 70 resource persons for training at the gram panchayat level.

Training Status

The State has been consistently training large number of persons every year, however, change in the proportion of training elected representatives (ERs) and officials is interesting. With a comparatively low ER training coverage of 52% in 2008-09 and 22% in 2009-10, the State achieved an impressive 103% ER training coverage in 2010-11. For more details, please see Annexure 5.

Other Capacity Building Approaches Used

Facilitation and handholding support is given to the panchayats by the State government. Also, exposure visits are conducted for the elected representatives, trainers and faculty. The State conducts 15 days workshops of four hours each on many subjects through SATCOM, which is connected to 801 receiving units, which goes up the to block primary health centres.

A helpline has been set up for any queries relating to Panchayati Raj. Awareness generation camps are run at various levels to sensitise people.

Further Plans & Take Away from Workshop

- STARPARD (Society for Training and Research on Panchayat and Rural Development) is to be the State's capacity building resource centre under which all other institutions may be brought
- Permanent district resource centres are being constructed. The same has been planned at the block level as well as in gram panchayats



Take away from workshop are listed as under:

- Development of permanent training infrastructure, while continuing with the ad hoc arrangements in the meanwhile
- Strengthen PMUs for CB&T and Decentralised Planning for PRIs at District and Block levels
- Training impact assessment (TIA) is required. MoPR should help
- Usage of ICT applications will be taken up by the State

ANNEXURES



Annexure 1

List of Participants of Three Workshops Regional Workshop for Sharing Experiences - PRI CB&T Planning & Delivery Organised by the MoPR-UNDP CDLG Project 9th-10th November 2010, Venue- Cidade de Goa Beach Resort, Goa

Participants' List

S. No.	State/Department	Name of Participant and Designation	Contact Details
1.	MoPR	Dr. Sudhir Krishna, Additional Secretary and NPD MoPR-UNDP CDLG Project	09868100751 skrishna@nic.in
2.	MoPR-UNDP	Mr. Sanjeev Sharma, NPM, MoPR-UNDP CDLG Project	011-32069797 sanjeev.sharma@undp.org
3.	AMR-APARD	Dr. Phani Kumar, Resource Person	09849044004 phaniapard@gmail.com
4.	Raman Consultancy	Dr. Ketan Gandhi, Resource Person	09925229969 drketan@ramangroup.org
5.	MoPR-UNDP	Ms. Arunima Sen, PMS MoPR-UNDP CDLG Project	09311516055 arunima.sen@undp.org
6.	MoPR-UNDP	Ms. Komal Bhatia PA MoPR-UNDP CDLG Project	09910206459 komal.bhatia@undp.org
STATES			
7.	Arunachal Pradesh	Mr. N. Sahoo, Asst. Director, SIRD Arunachal Pradesh	09436050709 Mitun1376@yahoo.com
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		Mr. Surendra Prasad Asst Director PRD	09430519808 Surendraprasad59@gmail.com
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11.	Orissa	Mr. S.N Tripathi, Commissioner cum Secretary PRD	09438399900 Snt1@nic.in
		Mr. S.K Lohani	09437014425 lohanisk@yahoo.com
12.	Rajasthan	Mr. Giriraj Singh, Director IGPRS & KVS SIRD	09414083344 Girirajsingh61@yahoo.co.in
13.	Goa	Mr. V.K Jha, Secretary, PRD	09885102937
		Mr. Menino D'Souza, Director Panchayat	09823196590 dsmenino@gmail.com
		Ms. Rekha Joshi, Asst. Director GIRDA	0832-2285985 joshi-rekha@hotmail.com

Contd...



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		Mr. Ajit Sukladas, Deputy Director PRTI	09436456044 pdeputydirector@yahoo.com
15.	West Bengal	Mr. D.K Pal, Joint Secretary PR and RD	09830045262 dkpsrd@gmail.com
		Mr. Liakat Ali, Joint Secretary PR and RD	09674187720 Liakat786@rediffmail.com



Regional Workshop for Sharing Experiences - PRI CB&T Planning & Delivery
Organised by the MoPR-UNDP CDLG Project
24th-25th November 2010, Udaipur

Participants' List

S. No.	State/Department	Name of Participant and Designation	Contact Details
1.	MoPR	Dr. Sudhir Krishna, Additional Secretary and NPD MoPR-UNDP CDLG Project	09868100751 skrishna@nic.in
2.	MoPR-UNDP	Mr. Sanjeev Sharma, NPM, MoPR-UNDP CDLG Project	011-32069797 sanjeev.sharma@undp.org
3.	IGPRS & KVS, SIRD, Jaipur	Prof. Anita Faculty, SIRD	0141-2706575 profanita@hotmail.com
4.	AMR-APARD	Dr. Phani Kumar, Resource Person	09849044004 phaniapard@gmail.com
5.	Raman Consultancy	Dr. Ketan Gandhi, Resource Person	09925229969 drketan@ramangroup.org
6.	MoPR-UNDP	Ms. Arunima Sen, PMS MoPR-UNDP CDLG Project	09311516055 arunima.sen@undp.org
7.	MoPR-UNDP	Ms. Komal Bhatia, PA MoPR-UNDP CDLG Project	09910206459 komal.bhatia@undp.org
STATES			
8.	Assam	Mr. Kalita, Director, SIRD Assam	09435012797 sirdassam@gmail.com
		Ms. Chandana Mahanta Faculty, SIRD Assam	09435013573 mahantacm@gmail.com
9.	Haryana	Dr. Surat Singh Director SIRD	09466111582 dirhird1@rediffmail.com
10.	Jharkhand	Mr. Gauri Shankar Director, SIRD	09431157517 gshankarias95@gmail.com
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		Mr. Ashraf Hassan Director, SIRD	09480850101 dir-sird-kamy@nic.in
12.	Kerala	Prof. Ramakantan Director KILA	09446521312 drketan@ramanagroup.org
13.	Maharashtra	Dr. Mallinath Kalashetty Dy. Secretary	09422661205 mallinathkalshetti@gmail.com
		Mr. Jayant Gurav Addl. Director, Yashada	09823042399 gurav.jayant53@gmail.com
14.	Tamil Nadu	Mr. A.R Gladstore Director, SIRD	044-27452507 arglad64@gmail.com
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15.	Uttar Pradesh	Mr. B.C Pant Dy. Director, PMU	09919517508 pmubrgf@gmail.com



Regional Workshop for Sharing Experiences - PRI CB & T Planning & Delivery
Organised by the MoPR-UNDP CDLG Project
6th-7th December 2010, Lucknow

Participants' List

S. No.	State/Department	Name of Participant and Designation	Contact Details
1.	MoPR	Dr. Sudhir Krishna, Additional Secretary and NPD MoPR-UNDP CDLG Project	09868100751 skrishna@nic.in
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3.	IGPRS & KVS, SIRD, Jaipur	Prof. Anita Faculty, SIRD	0141-2706575 profanita@hotmail.com
4.	Raman Consultancy	Dr. Ketan Gandhi, Resource Person	09925229969 drketan@ramangroup.org
5.	MoPR-UNDP	Ms. Arunima Sen, PMS MoPR-UNDP CDLG Project	09311516055 arunima.sen@undp.org
6.	MoPR-UNDP	Ms. Komal Bhatia, PA MoPR-UNDP CDLG Project	09910206459 komal.bhatia@undp.org
STATES			
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11.	J&K	Dr. S.N Alam, SIRD, Professor	09419074097
		Mr. B.K Pandita	09419186785
12.	Madhya Pradesh	Mr. K.K Shukla, Director SIRD	09827607785 mgsirdmgsird@yahoo.com
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		Mr. P.N Tamang, Director, SIRD	
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		Mr. Yugal K. Pant, Executive Director, UIRD	09411327111 yugalkp@yahoo.com



Annexure 2

Agenda for Three PRI CB&T Regional Workshops 2011 Regional Workshop for Sharing Experiences - PRI CB&T Planning & Delivery Organised by the MoPR-UNDP CDLG Project

9th-10th November 2010, Venue- Cidade de Goa Beach Resort, Goa

Programme

Time	Activity	Resource Person
0900-0930	Registration	Panchayati Raj Department, Goa & MoPR-UNDP CDLG Team
Day I: November 9, 2010: Inaugural Session		
1000-1010	Welcome Address	Mr. V.K Jha, Secretary, PRD, Government of Goa
1010-1040	Capacity Building of PRIs: National Challenge and Preparedness	Dr. Sudhir Krishna, Additional Secretary, MoPR & National Project Director (NPD), MoPR-UNDP CDLG Project
1040-1115	Systematic approach towards capacity development for local governance (CDLG)	Mr. Sanjeev Sharma, National Project Manager (NPM), MoPR-UNDP CDLG Project
1115-1130	Tea/Coffee Break	
Day I: November 9, 2010: Session I: Chair: Dr. Sudhir Krishna, AS (MoPR)		
1130-1200	Status of PRI CB&T planning and delivery in Arunachal Pradesh: 2009-10 & 2010-11	Government of Arunachal Pradesh
1200-1230	Status of PRI CB&T planning and delivery in Assam: 2009-10 & 2010-11	Government of Bihar
1230-1300	Status of PRI CB&T planning and delivery in Goa: 2009-10 & 2010-11	Government of Goa
1300-1400	Lunch Break	
Day I: November 9, 2010: Session II: Chair: Dr. Sudhir Krishna, AS (MoPR)		
1400-1430	Status of PRI CB&T planning and delivery in Arunachal Pradesh: 2009-10 & 2010-11	Government of Meghalaya
1430-1500	Status of PRI CB&T planning and delivery in Meghalaya: 2009-10 & 2010-11	Government of Mizoram
1500-1530	Status of PRI CB&T planning and delivery in Mizoram: 2009-10 & 2010-11	Government of Orissa
1530-1600	Status of PRI CB&T planning and delivery in Orissa: 2009-10 & 2010-11	Government of Rajasthan
1600-1610	Tea/Coffee Break	
Day I: November 9, 2010: Session III: Chair: Dr. Sudhir Krishna, AS (MoPR)		
1610-1640	Status of PRI CB&T planning and delivery in Rajasthan: 2009-10 & 2010-11	Government of Tripura
1640-1710	Status of PRI CB&T planning and delivery in Tripura: 2009-10 & 2010-11	Government of West Bengal
1710-1730	Film: Piplantri (Rajasthan): An effort from within	Mr. Sanjeev Sharma, NPM

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Time	Activity	Resource Person
Day II: November 10, 2010: Session IV: Chair: Mr. Sudhir Krishna, AS (MoPR)		
0930-1000	PRI CB&T strategy and innovations: Experiences from Andhra Pradesh	Dr. Phani Kumar, Resource Person, AMR-APARD, Hyderabad
1000-1030	State capacity assessment for PRI CB&T with outsourcing as an option	Dr. Ketan Gandhi, Resource Person, RDC, Ahmedabad
1030-1130	<p>Group Brain Storming Session: Strategy for systematic, time-bound, and 100% coverage of PRI elected representatives as per the NCBF under various schemes such as: 1. BRGF 2. RGSY and 3. Other donor (UNDP, World Bank, etc) funded projects.</p> <p><i>Each group will present the key points of their PRI CB&T & CD strategy and ways to operationalise the same. The resource persons would assist each of the groups.</i></p>	<p>Facilitated by Mr. Sudhir Krishna, AS (MoPR) & Mr. Sanjeev Sharma, NPM</p> <p>(Tea would be served on the tables)</p>
1130-1150	Group I: Presentation & discussion	Orissa, Arunachal Pradesh, Tripura; Facilitated by Mr. S.N Tripathi
1150-1210	Group II: Presentation & discussion	Rajasthan, Goa, Bihar Facilitated by Dr. Ketan Gandhi
1210-1230	Group III: Presentation & discussion	West Bengal, Meghalaya, Mizoram; Facilitated by Dr. Phani Kumar
1230-1300	Workshop Recommendations	Mr. Sudhir Krishna, AS (MoPR) & NPD, MoPR-UNDP CDLG Project
1300-1310	Vote of thanks	Mr. Sanjeev Sharma, NPM
1310-1400	Lunch Break	
1400-1700	Side Event: Field visit for the delegates	

Note: The State-specific presentations are expected to be on the pattern suggested below.

- Overall Status of PRI CB&T in the State, with reference to the year of the last and the next election, total number of PRIs (men/women/SC/STs etc), and the number of elected representatives trained in 2009 and 2010 against the State-specific targets;
- State-specific PRI CB&T strategy/approach, with focus on time bound 100 per cent coverage every year as per the NCBF, including the use of PPP/outsourcing of training. Indicate if the State has undertaken any capacity assessment (CA) to implement NCBF;
- Use of training and reference materials based on PRD approved core content focusing on areas that are critical for strengthening of local governance;
- Need and evidence based training design including training materials and methodologies, particularly by conducting training needs assessments (TNA);
- Use of modern technology in CB&T programmes, including SATCOM, help-lines, web based tools, e-books, any other innovations;
- Provision of handholding support mechanisms to support the routine functioning of the elected representatives at the panchayat level;
- Exposure visits and study tours for elected representatives and the faculty of training institutions to learn from others' experiences;
- Specific interventions particularly focusing on strengthening the functioning of *gram sabhas*.



Regional Workshop for Sharing Experiences - PRI CB&T Planning & Delivery
Organised by the MoPR-UNDP CDLG Project
24th -25th November 2010, Venue- Hotel Inder Residency, Udaipur, Rajasthan
Programme

Time	Activity	Resource Person
0900-0930	Registration	MoPR-CDLG Team
November 24, 2010: Inaugural Session		
0930-0945	Welcome Address	MoPR/DPR
0945-1015	Capacity Building of PRIs: National Challenge and Preparedness	Dr. Sudhir Krishna, Additional Secretary, MoPR & National Project Director, MoPR-UNDP CDLG Project
1015-1100	Systematic approach towards capacity development for local governance (CDLG)	Mr. Sanjeev Sharma, National Project Manager, MoPR-UNDP CDLG Project
1100-1115	Tea/Coffee Break	
November 24, 2010: Session I: Chair: Mr. Sudhir Krishna, AS (MoPR)		
1115-1145	Status of PRI CB&T planning and delivery in Assam: 2009-10 & 2010-11	Government of Assam
1145-1215	Status of PRI CB&T planning and delivery in Haryana: 2009-10 & 2010-11	Government of Haryana
1215-1245	Status of PRI CB&T planning and delivery in Jharkhand: 2009-10 & 2010-11	Government of Jharkhand
1245-1400	Lunch Break	
November 24, 2010: Session II: Chair: Mr. Sudhir Krishna, AS (MoPR)		
1400-1430	Status of PRI CB&T planning and delivery in Karnataka: 2009-10 & 2010-11	Government of Karnataka
1430-1500	Status of PRI CB&T planning and delivery in Kerala: 2009-10 & 2010-11	Government of Kerala
1500-1530	Status of PRI CB&T planning and delivery in Maharashtra: 2009-10 & 2010-11	Government of Maharashtra
1530-1600	Status of PRI CB&T planning and delivery in Tamil Nadu: 2009-10 & 2010-11	Government of Tamil Nadu
1600-1615	Tea/Coffee Break	
November 24, 2010: Session III: Chair: Mr. Sudhir Krishna, AS (MoPR)		
1615-1645	Status of PRI CB&T planning and delivery in Pondicherry: 2009-10 & 2010-11	Government of Uttar Pradesh
1645-1715	PRI CB&T Technology Innovations: Experiences from Andhra Pradesh	Resource Person—Dr. Phani Kumar, APARD, Andhra Pradesh
1715-1730	Concluding remarks for the day	Dr. Sudhir Krishna/ Mr. Sanjeev Sharma

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Time	Activity	Resource Person
November 25, 2010: Session IV: Chair: Mr. Sudhir Krishna, AS (MoPR)		
0900-0930	PRI CB&T Delivery in Cascading Mode: Experiences from Rajasthan	Resource Person–Prof. Anita, IGPRS, Rajasthan
0930-1000	PRI CB&T Outsourcing–Key Elements	Resource Person–Dr. Ketan Gandhi, Raman Consultancy
1000-1030	<p>Group Brain Storming Session: Strategy for systematic, time-bound, and 100% coverage of PRI elected representatives as per the NCBF under various schemes such as: 1. BRGF 2. RGSY and 3. Other donor (UNDP, World Bank, etc) funded projects.</p> <p><i>Each group will present the key points of their PRI CB&T & CD strategy and ways to operationalise the same.</i></p>	<p>Facilitated by Dr. Sudhir Krishna, AS (MoPR)</p> <p>(Tea would be served on the tables)</p>
1030-1100	Group I: Presentation & discussion	Assam, Haryana and Jharkhand
1100-1130	Group II: Presentation & discussion	Karnataka, Kerala and Maharashtra
1130-1200	Group III: Presentation & discussion	Tamil Nadu and Uttar Pradesh
1200-1230	Workshop Recommendations	Dr. Sudhir Krishna, AS (MoPR)
1230-1300	Vote of thanks	Mr. Sanjeev Sharma, National Project Manager, MoPR-UNDP CDLG Project
	Lunch Break	

Note: The State-specific presentations should be structured to address the following points

- Overall Status of PRI CB&T in the State, with reference to the year of the last and the next election, total number of PRIs (men/women/SC/STs etc), and the number of elected representatives trained in 2009 and 2010 against the State-specific targets;
- State-specific PRI CB&T strategy/approach, with focus on time bound 100 per cent coverage every year as per the NCBF, including the use of PPP/outsourcing of training. Also, indicate if any CA has been undertaken to implement NCBF;
- Use of training and reference materials based on PRD approved core content focusing on areas that are critical for strengthening of local governance;
- Need and evidence based training design including training materials and methodologies, particularly by conducting training needs assessments (TNA);
- Use of modern technology in CB&T programmes, including SATCOM, help-lines, web based tools, e-books, any other innovations;
- Provision of handholding support mechanisms to support the routine functioning of the elected representatives at the panchayat level;
- Exposure visits and study tours for elected representatives and the faculty of training institutions to learn from others' experiences;
- Specific interventions particularly focusing on strengthening the functioning of the gram sabhas.



Regional Workshop for Sharing Experiences - PRI CB&T Planning & Delivery
Organised by the MoPR-UNDP CDLG Project
06th-07th December 2010, Venue- Hotel Clarks Avadh, Lucknow, Uttar Pradesh
Programme

Time	Activity	Resource Person
0900-0930	Registration	CDLG Team
December 06, 2010: Inaugural Session		
0930-0940	Opening Remarks	Panchayati Raj Department (PRD), Government of Uttar Pradesh (GoUP)
0940-0950	Welcome Address	Mr. Kapil Dev, Principal Secretary, Cooperative Department, GoUP
0950-1020	Capacity Building of PRIs: National Challenge and Preparedness	Dr. Sudhir Krishna, Additional Secretary, MoPR & National Project Director, MoPR-UNDP CDLG Project
1020-1100	Systematic approach towards capacity development for local governance (CDLG)	Mr. Sanjeev Sharma, National Project Manager, MoPR-UNDP CDLG Project
1100-1115	Tea/Coffee Break	
December 06, 2010: Technical Session I: Chair: Dr. Sudhir Krishna, AS (MoPR)		
1115-1145	Status of PRI CB&T planning and delivery in Andhra Pradesh: 2009-10 & 2010-11	Government of Andhra Pradesh
1145-1215	Status of PRI CB&T planning and delivery in Chhattisgarh: 2009-10 & 2010-11	Government of Chhattisgarh
1215-1245	Status of PRI CB&T planning and delivery in Gujarat: 2009-10 & 2010-11	Government of Gujarat
1245-1315	Status of PRI CB&T planning and delivery in Himachal Pradesh: 2009-10 & 2010-11	Government of Himachal Pradesh
1315-1415	Lunch Break	
December 06, 2010: Technical Session II: Chair: Dr. Sudhir Krishna, AS (MoPR)		
1415-1445	Status of PRI CB&T planning and delivery in Jammu & Kashmir: 2009-10 & 2010-11	Government of Jammu & Kashmir
1445-1515	Status of PRI CB&T planning and delivery in Madhya Pradesh: 2009-10 & 2010-11	Government of Madhya Pradesh
1515-1545	Status of PRI CB&T planning and delivery in Punjab: 2009-10 & 2010-11	Government of Punjab
1545-1600	Tea/Coffee Break	
December 06, 2010: Technical Session III: Chair: Dr. Sudhir Krishna, AS (MoPR)		
1600-1630	Status of PRI CB&T planning and delivery in Sikkim: 2009-10 & 2010-11	Government of Sikkim
1630-1700	Status of PRI CB&T planning and delivery in Uttarakhand: 2009-10 & 2010-11	Government of Uttarakhand
1700-1730	Status of PRI CB&T planning and delivery in Uttar Pradesh: 2009-10 & 2010-11	Government of Uttar Pradesh
1730-1745	General Remarks	Mr. Sudhir Krishna AS (MoPR) & NPD MoPR-UNDP CDLG Project
1745-1800	Film: Swaraj in Piplantri (Rajasthan)	Mr. Sanjeev Sharma, NPM, MoPR-UNDP CDLG Project

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Time	Activity	Resource Person
December 7, 2010: Technical Session IV: Chair: Mr. ANP Sinha, Secretary (MoPR)		
0900-0930	PRI CB&T Planning & Delivery—Overview of the Regional Workshops (Goa, Udaipur & Lucknow)	Mr. Sudhir Krishna, Additional Secretary, Ministry of Panchayati Raj
0930-0945	Release of PRI CB&T Outsourcing Reference Guide and Guiding Remarks	Mr. A.N.P. Sinha, Secretary, Ministry of Panchayati Raj (MoPR)
0930-1000	PRI CB&T Delivery in Cascading Mode: Experiences from Rajasthan	Resource Person—Dr. Anita, Professor, IGPR & GVS (SIRD), Rajasthan
1000-1030	Outsourcing as part of PRI CB&T Strategy: Key Elements	Resource Person—Dr. Ketan Gandhi, RDC, Ahmedabad
1030-1045	Tea/Coffee break	
PRI CB&T – Achievements & Future Plans		
Chairperson: Mr. A.N.P Sinha SPR Co-Chair: Dr. Sudhir Krishna AS (MoPR)		
1100-1110	Government of Andhra Pradesh	Brief presentations by the representatives of the participating States on : 1. Achievements against the State-specific PRI CB&T targets 2. Specific ideas for incorporation into the future PRI CB&T plans
1110-1120	Government of Chhattisgarh	
1120-1130	Government of Gujarat	
1130-1140	Government of Himachal Pradesh	
1140-1150	Government of Jammu & Kashmir	
1150-1200	Government of Madhya Pradesh	
1200-1210	Government of Punjab	
1210-1220	Government of Sikkim	
1220-1230	Government of Uttarakhand	Mr. Sudhir Krishna, AS (MoPR)
1230-1245	Workshop Recommendations	
1245-1255	Concluding Remarks	Mr. A.N.P. Sinha, Secretary (MoPR)
1255-1300	Vote of Thanks	Mr. Sanjeev Sharma, NPM, MoPR-UNDP CDLG Project
1300-1400	Lunch Break	

Note: State-specific presentations on 6th December 2010 should address the following points with facts and figures.

- Overall Status of PRI CB&T in the State, with reference to the year of the last and the next election, total number of PRIs (men/women/SC/STs etc), and the number of elected representatives trained in 2009 and 2010 against the State-specific targets;
- State-specific PRI CB&T strategy/approach, with focus on time bound 100 per cent coverage every year as per the NCBF, including the use of PPP/outsourcing of training. Also, indicate if any CA has been undertaken to implement NCBF;
- Use of training and reference materials based on PRD approved core content focusing on areas that are critical for strengthening of local governance;
- Need and evidence based training design including training materials and methodologies, particularly by conducting training needs assessments (TNA);
- Use of modern technology in CB&T programmes, including SATCOM, help-lines, web based tools, e-books, any other innovations;
- Provision of handholding support mechanisms to support the routine functioning of the elected representatives at the panchayat level;
- Exposure visits and study tours for elected representatives and the faculty of training institutions to learn from others' experiences;
- Specific interventions particularly focusing on strengthening the functioning of the gram sabhas.



Annexure 3
List of Best Performing Panchayats as Nominated by the Participating
Officers from the Respective States and UTs
Regional Workshops: Experience Sharing - PRI CB&T Planning & Delivery
November – December 2010
Supported by MoPR-UNDP CDLG Project

Goa: 9-10 November 2010

S. No.	State	Panchayats Nominated by States
1.	Arunachal Pradesh	1. Balukpang GP, Distt. West Kamang 2. Nansai GP, Distt. Lohit
2.	Andhra Pradesh	3. Gangadevipalli GP, Distt. Walangal 4. Desarpet GP, Distt. Karimnagar 5. Hajipalli GP, Distt. Mahbubnagar 6. Ranchandrapuram GP, Distt. Karimnagar
3.	Bihar	7. Itwa GP, Distt. Aurangabad 8. Loharapura GP, Distt. Nawada
4.	Goa	9. Kircapal GP, Dabal 10. Sanguem, Distt. South Goa 11. Hiroda GP, Ponda Taluka, Distt. North Goa
5.	Meghalaya	12. Umdihar GP, Distt. RI-Bhoi 13. Mawlynnong GP, Distt. East Khasi Hills
6.	Mizoram	14. Lawngban GP, Tuipang Block, Distt. Saiha 15. Chhuarlung GP, Saiha Block, Distt. Saiha
7.	Orissa	16. Postala GP, Kantapada Block, Distt. Cuttack 17. Samsundarpur GP, Khaira Block, Distt. Balasore
8.	Rajasthan	18. Piplantri GP, Distt. Rajsamand 19. Delwara GP, Distt. Udaipur
9.	Tripura	20. Bankim Nagar GP 21. Jirania Block, Distt. West Tripura
10.	West Bengal	22. Sammatinagar, Lockhanpur and Kiriteswari GP, Distt. Murshidabad 23. Makrampur, Sarberia-I and Ranisarai, Distt. Paschim Medinipur



Udaipur: 24-25 November 2010

S. No.	State	Panchayats nominated by States
1.	Haryana	1. Gomla GP, Narnaul Block, Distt. Mohindergarh 2. Sultanpur GP, Nilokheri Block, Distt. Karnal
2.	Uttar Pradesh	3. Rampur Durgapur GP, Tanda Block, Distt. Ambedkar Nagar 4. Chitapur Kerkuli GP, Mugra Badshahpur Block, Distt. Jaunpur 5. Mahrupur Tahju GP, Badpur Block, Distt. Farrukhabad 6. Vijajerpur GP, Badpur Block, Distt. Farrukhabad 7. Laxamanpur (Bhongasaheed) GP, Sardaranager (Pali) Block, Distt. Gorakhpur 8. Leadonpur Grunt GP, Khumbhi Block, Distt. Lakhmipur-Kheri
3.	Assam	9. Nartap GP, Dimora Dev Block, Distt. Kamrup (M) 10. Rangajan GP, Titabor Block, Distt. Jorhat 11. Ghunguha GP, Dhamaji Block, Distt. Dhamaji 12. Chandrapur GP, Chandrapur Block, Distt. Kamrup (M) 13. Khetri GP, Dimoria Dev Block, Distt. Kamrup (M)
4.	Maharashtra	14. Ralegaonsidhi GP, Tq. Parner, Distt. Ahmednagar 15. Hiware Bazar GP, Tq. Anapar, Distt. Ahmednagar 16. Katewadhi GP, Tq. Baramati, Distt. Pune 17. Shelgangari GP, Tq. Naigaon, Distt. Nanded 18. Rajgad GP, Tq. Mul, Distt. Chandrapur 19. Shirani GP, Tq. Distt. Bhandara 20. Koregaon GP, Tq. Walwa, Distt. Sangli 21. Karathepiran GP, Tq. Miraj, Distt. Sanghi 22. Dharmner GP, Tq. Koregaon, Distt. Satara 23. Asgaon GP, Tq. Satara, Distt. Satara 24. Telangwadi GP, Tq. Mohol, Distt. Solapur 25. Bahirgaon GP, Tq. Kannad, Distt. Aurangabad
5.	Kerala	26. Elappully GP, Chittoor Block Panchayat, Distt. Palakkad 27. Akathethara GP, Malampuza Block Panchayat, Distt. Palakkad 28. Akatgethara GP, Puzhakkal Block, Distt. Trissur
6.	Tamil Nadu	29. Odanthurai GP, Karamadai Block, Distt. Coimbatore 30. Kattuputhur GP, Distt. Vellore 31. Michale Paltinam GP, Distt. Ramanathapuram 32. Vachehkarampattu GP, Distt. Virudhunagar 33. M. Kollakudi GP, Distt. Cuddalore 34. Edayankudi GP, Distt. Thirvneli 35. Thikanankoda GP, Distt. Kanniyakumari



Lucknow: 6-7 December 2010

S. No.	State	Panchayats nominated by States
1.	Andhra Pradesh	1. Pandurangapuram GP, Distt. Kurnool 2. Hazipadh GP, Distt. Warangal
2.	Gujarat	3. Fatteपुरa GP, Vijapur Block, Distt. Mahsona 4. Devinapura GP, Mahsona Block, Distt. Mahsona 5. Val GP, Satlasan Block, Distt. Mahsona 6. Sandharv GP, Block, Distt. Gandhinagar 7. Valod GP, alod Block, Distt. Tap
3.	Himachal Pradesh	8. Baldehan GP, Mashobra Block, Distt. Shimla
4.	Uttarakhand	9. Painsi GP, Joshimath Block, Distt. Chamoli 10. Chakarpur Block, Bajpur Block, Distt. U.S Nagar 11. Mundiakala GP, Bajpur Block, Distt. U.S Nagar 12. Dang GP, Distt. Pauri Garhwal 13. Kotikikundi GP, Distt. Pauri Garhwal
5.	Madhya Pradesh	14. Vedpuri GP, Badwani Block, Distt. Badwani 15. Goolpaarivadi GP, Paari Block, Distt. Badwani 16. Jalkheda GP, Rajpur Block, Distt. Badwani 17. Chirmirya GP, Sachewa Block, Distt. Badwani 18. DevJhiri GP, Jhabua Block, Distt. Jhabua 19. Amargarh GP, Perlaband Block, Distt. Jhabua 20. Sujanpura GP, Distt. Jhabua 21. Borkadiya GP, Manra Block, Distt. Alirajpur 22. Likhi GP, Khargon Block, Distt. Khargon 23. Palasiya GP, Sanwer Block, Distt. Indore
6.	Punjab	24. Palahi GP, Phagwara Block, Distt. Kapurthala 25. Khandundi GP, Mehalpur Block, Distt. Hoshiarpur 26. Sechwal GP, Sultanpur Lodhi Block, Distt. Kapurthala 27. Balad Kalam GP, Bhawani Garh Block, Distt. Sanpur 28. Jalwera GP, Distt. Sangrur
Total Number of Panchayats Nominated by State Representatives - 86		

Note: It may be noted that the list is entirely based on the recommendations of the officers from the respective States and UTs. As such, the MoPR has not undertaken any onsite verification of the actual status as yet.



Annexure 4

Consolidated Summary of the Recommendations of the Three Regional Workshops, held during November – December 2010, on PRI CB&T

1. PRI Capacity Building and Training (CB&T) Planning:

1. State PSs and PRDs should remain closely associated with the PRI CB&T Programmes, even if the same are delegated to SIRDs or private partners for implementation.
2. Perspective Plan for PRI CB&T should match the five year election cycle, to be broken into 5 annual plans. All (100%) PRI ERs and functionaries should be provided at least one round of training in each year, without making any discrimination in respect of coverage of ERs for training under BRGF and RGSY. States should provide honorarium to ERs for the days he/she attends training; this is as per NCBF.
3. States should attempt convergence of the training and related activities taken up under different schemes such as BRGF, RGSY, PMEYSA etc. Training plan should be sustainable, and be critically independent of the programme drivers.
4. Primary focus of training programmes should be on the roles and responsibilities of PRIs under the State PR Acts and Rules made there under. Next in priority should be sectoral training programmes, and should be taken at the initiative of the line departments concerned, as domain knowledge is essential.
5. States should continue implementation of the CB&T activities in terms of approved action plans, without waiting for release of funds from MoPR. The revised unit cost norms for training activities should not disturb the on-going activities, but should be factored in while preparing the fresh action plans.
6. States should consider augmenting their PRI CB&T Planning and Delivery capacities by outsourcing various aspects of the PRI CB&T, as detailed in MoPR's Outsourcing Reference Guide released in December 2010.
7. States should consider undertaking a comprehensive assessment of their capacities to develop a state-specific strategy to implement NCBF. Such Capacity Assessment-Capacity Development Strategy (CA-CDS) Reports have been prepared for Bihar, Chhattisgarh, and Orissa, and are in the process of completion for Madhya Pradesh, Rajasthan, and Uttar Pradesh under the CDLG Project. Non-UNDAF States should also undertake similar exercise, for which the agency and the rates would be communicated by MoPR.

2. Institutional Support for PRI CB&T/Panchayati Raj:

1. MoPR should introduce a scheme for setting up Panchayat Training Centres at District level.
2. On the lines of MoPR's detailed project report (DPR) for the proposed National Institute of Panchayati Raj (NIPR), States may consider preparing similar reports for setting up State Institutions of Panchayati Raj (SIPRs). The NIPR/DPR is available on the website www.pri-resources.in.
3. States should set up specialized centers for Panchayati Raj and decentralized planning and administration within the SIRD campus by converging the available resources as a quick solution. It can be augmented through the resources available from MoPR under BRGF (CB), RGSY, PMEYSA, Action Research etc. Chhattisgarh and Andhra Pradesh offer good models.



4. States should functionally integrate the Block Resource Centres constructed under BRGF etc., with the State's overall institutional arrangements for CB&T of the PRIs.
5. As a general rule, setting up a large computer lab should be avoided and, instead, institutions with computers as their core competence such as NIIT/APTECH etc. should be used on contractual model.

3. Fund Flow Management for PRI CB&T:

1. The State HPCs could resolve to request MoPR to release the CB Funds under BRGF directly to the SIRDs. Such SIRDs that are converted into societies should firm up their own procurement policies and service rates for more efficient handling of the matters.
2. States should consider setting up PMU for CB&T at State and district levels. Expenditure on the same could be charged to the CB&T component of BRGF and other appropriate sources.
3. The first charge on the BRGF (CB) and RGSY funds should be direct training of the ERs and functionaries and the proposals for capital expenditure should be mooted only after meeting the needs of the first charge.
4. States should consider the Andhra Pradesh model of assigning the training funds to the districts (ZPs or DPCs).
5. UCs should be prepared by the auditor along with the audit reports, and countersigned by the State Government. Pending UCs, States should send physical & financial progress report.

4. PRI CB&T Training Material Development:

1. States should develop some basic information materials to be provided to the ERs on the date of oath taking.
2. States should engage expert consultants for development of quality training materials.
3. Training materials must be authenticated by the State PRDs. This would apply to the materials developed by the private partner as well as the SIRDs/PRTIs. SIRDs should actively engage the PRD for validation of the PRI training activities.
4. Training materials must be based on the training need assessment (TNA), which should be undertaken with the help of the DoPT trained/certified experts.
5. Training Programmes should be designed as per the actual functions assigned to the PRIs and not on broad areas such as the 73rd CAA, the State PR Act, PESA or the unimplemented Activity Mapping. Training on PESA should base on actually amended State laws.
6. While adopting the PPP Mode, the training materials and training course design should remain in full control and responsibility of the State Govt.
7. Mass training programmes should be independent of the trainers. States should prepare standard texts, video clippings, flip charts, training materials and programme schedule for mass training activities.
8. Special training programmes should be organised in collaboration with the State Literacy Mission/Directorate to provide functional literacy to the ERs.

5. PRI CB&T Management Support:

1. MoPR should assess the States and UTs for their performance under PRI CB&T activities.



2. MoPR should prepare a panel and fix the rates, in consultation with DoPT, to assess the impact of the training.
3. Faculty members should undertake field visits to the PRIs to ascertain the status of the key training objectives.
4. Engagement of retired senior offices for CB&T activities: Avoid raising expectations in terms of status & compensation unduly high.
5. Non-UNDAF States can also propose CB&T Projects on the lines of the CDLG Project, for which MoPR would find suitable financial resources, either from within MoPR's budgetary resources or through external sources.

6. Study/Exposure Visits:

1. Study Tours of ERs & officials should be taken up as a regular activity.
2. Senior faculty members of SIRDs/PRTIs and officers of State PRDs should visit other States regularly, for learning experiences.
3. States should standardise the drill for entertaining the visitors from other States for Study Tours.
4. MoPR would circulate list of villages, besides Hiware Bazar, where ERs could be taken for Study Tour.

7. HR Support for PRI CB&T:

1. SIRDs/PRTIs should provide the best possible remuneration to the resource persons, but use quality trainers.
2. States should engage the faculty of academic institutions as resource persons for PRI training activities, after due briefing.
3. States may engage media professional also, under BRGF, as resource persons for the CB&T activities.

8. PRI CB&T Special Focus Areas:

1. MoPR should take lead in exploring in depth the role of ICT in PRI CB&T and develop guidelines.
2. States should ensure that products and services such as the PRI Newsletters and Helpline should be made available to the PRIs all over the State irrespective of the source of funding. Newsletters should give higher attention to issues than individuals. Helplines for PMEYSA, ERs and staff, in respect of PRI related laws and schemes, should be common.
3. States should develop an FAQ page on its portal. The queries received during TV/Radio programmes, interaction in the training programmes, and those received on Helplines should be suitably consolidated and placed on the FAQ page. FAQs should be also reported on the newsletters.
4. States may constitute the network of EWRs under PMEYSA and notify the State Coordinators.
5. Before launching SATCOM, States should study the States where it is already in operation, such as Karnataka, Chhattisgarh, Gujarat.
6. Training on personality development and similar themes could also be incorporated as a limited part of the total course design.



9. Issues for MoPR's Consideration:

1. MoPR should introduce a CSS for providing core faculty for the SIRDs, PRTIs & ETCs and also for setting up PRTIs at State and District levels.
2. MoPR should permit construction of District PRCs under BRGF & RGSY.
3. MoPR disseminate the findings of the evaluation of BRGF and RGSY.

10. Issues Specific to Select States:

1. GoG should send a note to MoPR on the PRTC being operated by NGOs, which would be circulated among other States.



Annexure 5
Details of the Elected Representatives and Functionaries of PRIs Trained Under BRGF,
RGSY and Other Central/State Schemes
(As on 31-03-2011)

S. No.	State/ UTs	Last elections to PRIs held in	Total No. of ERs	Year	Under BRGF		Under RGSY		Under Other Schemes		Total
					No. of ERs Trained	No. of Functionaries Trained	No. of ERs Trained	No. of Functionaries Trained	No. of ERs Trained	No. of Functionaries Trained	
1.	Andhra Pradesh	Aug 06	261000	2006-07	150655	13717	63291	10173	0	0	237836
				2007-08	134417	6197	76017	5000	0	20980	242611
				2008-09	103110	6333	86670	4830	0	290	201233
				2009-10	213062	33287	133152	20598	0	20642	420741
				2010-11	164665	4324	144567	10459	0	0	324015
2.	Arunachal Pradesh	Apr 08	9427	2006-07	0	0	4298	4888	4949	6649	20784
				2007-08	0	0	0	0	4430	1541	5971
				2008-09	28	51	2907	1596	690	819	6091
				2009-10	148	55	1357	1047	1617	1561	5785
				2010-11	290	35	87	89	166	464	1131
3.	Assam	Jan 08	25436	2006-07	0	0	0	0	6287	3961	10248
				2007-08	0	3081	0	6740	0	2761	12582
				2008-09	7985	1143	16645	774	1200	3057	30804
				2009-10	3095	9277	5367	14265	9043	1268	42315
				2010-11	15259	5993	4086	2698	8004	892	36932
4.	Bihar	Jun 06	130091	2006-07	0	0	0	0	121639	0	121639
				2007-08	0	0	0	0	12728	0	12728
				2008-09	0	75	134367	6458	30	0	140930
				2009-10	0	44	0	0	0	0	44
				2010-11	72011	2201	2575	0	0	132	76919
5.	Chhattisgarh	Jan 10	160548	2006-07	0	0	0	0	1233	2777	4010
				2007-08	758	679	0	0	5778	10939	18154
				2008-09	67	781	0	0	10053	26845	37746
				2009-10	18817	9338	0	157	10237	27142	65691
				2010-11	100285	2527	48789	969	37305	10764	200639
6.	Goa	May 07	1557	2006-07	0	0	0	0	250	259	509
				2007-08	0	0	0	0	1382	472	1854
				2008-09	0	0	200	109	0	76	385
				2009-10	0	0	373	0	640	453	1466
				2010-11	0	0	699	253	39	53	1044
7.	Gujarat	Dec 10	114187	2006-07	0	0	0	0	4359	8950	13309
				2007-08	0	0	0	0	13956	28539	42495
				2008-09	43381	9259	0	0	37008	100885	190533

Contd...



S. No.	State/ UTs	Last elections to PRIs held in	Total No. of ERs	Year	Under BRGF		Under RGSY		Under Other Schemes		Total
					No. of ERs Trained	No. of Functionaries Trained	No. of ERs Trained	No. of Functionaries Trained	No. of ERs Trained	No. of Functionaries Trained	
				2009-10	29090	8502	0	0	536	1161	39289
				2010-11	217	191	64779	0	0	0	65187
8.	Haryana	Jun 10	68012	2006-07	0	0	0	0	44779	6564	51343
				2007-08	0	0	0	0	7681	6550	14231
				2008-09	0	0	36678	2384	46383	8604	94049
				2009-10	19537	290	0	0	16470	6777	43074
				2010-11	9631	3914	49481	2431	393	3830	69680
9.	Himachal Pradesh	Jan 11	27832	2006-07	0	0	6473	0	0	0	6473
				2007-08	0	0	14196	0	0	0	14196
				2008-09	823	798	2449	1383	0	0	5453
				2009-10	0	0	11873	1393	0	0	13266
				2010-11	1873	306	8802	1728	0	0	12709
10.	Jammu & Kashmir	Apr 11	38283	2006-07	0	0	0	0	0	4286	4286
				2007-08	0	0	0	0	0	2541	2541
				2008-09	0	0	0	0	0	4752	4752
				2009-10	0	0	0	0	0	840	840
				2010-11	0	0	0	0	0	1873	1873
11.	Jharkand	Dec 10	53466	2006-07	0	0	0	0	0	0	0
				2007-08	0	0	0	0	0	0	0
				2008-09	0	0	0	0	0	0	0
				2009-10	0	0	0	0	0	217	217
				2010-11	0	0	0	1168	0	0	1168
12.	Karnataka	May 10	96090	2006-07	0	0	0	0	83437	9061	92498
				2007-08	0	81	0	0	18655	55835	74571
				2008-09	25513	159	0	0	83020	76481	185173
				2009-10	0	0	0	0	85524	6802	92326
				2010-11	10721	2395	68328	13129	82	416	95071
13.	Kerala	Oct 10	21682	2006-07	0	0	0	0	21308	9132	30440
				2007-08	0	0	0	0	74358	31867	106225
				2008-09	6787	6880	1628	406	51708	22161	89570
				2009-10	2717	2393	11070	2767	50334	21571	90852
				2010-11	5031	3914	16053	1964	0	62212	89174
14.	Madhya Pradesh	Jan 10	417346	2006-07	0	0	1062	2374	5136	21679	30251
				2007-08	7763	10235	24	5776	6885	17384	48067
				2008-09	61964	7978	63	22460	3432	13878	109775
				2009-10	106568	4048	2913	2318	44803	12813	173463
				2010-11	222669	13515	156688	9555	55	25237	427719
15.	Maha-rashtra	Dec 10	233106	2006-07	0	0	15671	4859	8600	5447	34577

Contd...



S. No.	State/ UTs	Last elections to PRIs held in	Total No. of ERs	Year	Under BRGF		Under RGSY		Under Other Schemes		Total
					No. of ERs Trained	No. of Functionaries Trained	No. of ERs Trained	No. of Functionaries Trained	No. of ERs Trained	No. of Functionaries Trained	
				2007-08	677	657	13232	2016	11204	5891	33677
				2008-09	18935	5607	6859	1646	20971	5703	59721
				2009-10	24561	8827	9114	1178	21485	6609	71774
				2010-11	30613	10569	40603	0	21734	5208	108727
16.	Manipur	Sep 07	7535	2006-07	0	0	0	0	0	0	0
				2007-08	0	0	0	0	0	0	0
				2008-09	0	0	1663	944	129	87	2823
				2009-10	2590	973	1592	1004	135	73	6367
				2010-11	1354	558	3590	1157	1975	3266	11900
17.	Meghalaya	NA	30530	2006-07	0	0	0	0	0	0	0
				2007-08	0	0	0	0	0	0	0
				2008-09	0	24	0	0	0	0	24
				2009-10	9769	387	0	0	0	0	10156
				2010-11	11857	1042	0	0	0	0	12899
18.	Mizoram	Feb 09	3406	2006-07	989	277	0	0	173	30	1469
				2007-08	0	0	0	0	294	105	399
				2008-09	1082	360	0	0	211	297	1950
				2009-10	0	0	0	0	0	152	152
				2010-11	989	277	0	0	173	30	1469
19.	Nagaland	NA	0	2006-07	0	0	0	0	361	2073	2434
				2007-08	0	0	0	0	609	1769	2378
				2008-09	12494	14742	0	0	472	3586	31294
				2009-10	4532	1653	0	0	706	3312	10203
				2010-11	4667	145	0	0	0	0	4812
20.	Orissa	Feb 07	100864	2006-07	0	0	0	0	0	0	0
				2007-08	0	0	0	0	6246	4310	10556
				2008-09	1990	106	1884	161	1556	3405	9102
				2009-10	23621	137	14956	466	600	4182	43962
				2010-11	25338	2116	28734	78	100	75888	132254
21.	Punjab	May 08	84138	2006-07	0	0	0	0	18226	2118	20344
				2007-08	0	0	0	0	61206	3820	65026
				2008-09	0	0	26205	1946	9003	3222	40376
				2009-10	0	0	26438	761	41700	4758	73657
				2010-11	1799	58	87644	8736	0	0	98237
22.	Rajasthan	Feb 10	130185	2006-07	0	0	0	0	14	3232	3246
				2007-08	37805	3600	0	0	175	1868	43448
				2008-09	0	834	55000	320	96	1806	58056
				2009-10	0	406	72000	600	29	2491	75526
				2010-11	40196	2908	63952	5627	0	0	112683
23.	Sikkim	Oct 07	1001	2006-07	0	0	0	0	924	1095	2019
				2007-08	893	79	0	0	0	0	972

Contd...



S. No.	State/ UTs	Last elections to PRIs held in	Total No. of ERs	Year	Under BRGF		Under RGSY		Under Other Schemes		Total
					No. of ERs Trained	No. of Functionaries Trained	No. of ERs Trained	No. of Functionaries Trained	No. of ERs Trained	No. of Functionaries Trained	
				2008-09	245	59	1310	678	0	0	2292
				2009-10	122	69	275	36	0	0	502
				2010-11	600	1731	227	268	494	1199	4519
24.	Tamil Nadu	May 06	117716	2006-07	0	0	0	0	13535	949	14484
				2007-08	0	0	0	0	71712	3434	75146
				2008-09	62	82	42327	14339	3158	19937	79905
				2009-10	3444	35482	2372	469	2970	5528	50265
				2010-11	47084	23230	29206	5808	4313	2709	112350
25.	Tripura	Jul 09	5676	2006-07	0	0	0	0	1902	2585	4487
				2007-08	0	0	1185	1731	969	1417	5302
				2008-09	0	0	1140	1922	1711	2883	7656
				2009-10	0	0	0	0	1060	1076	2136
				2010-11	603	782	4899	2312	0	0	8596
26.	Uttar Pradesh	Oct 10	771661	2006-07	0	0	0	0	0	0	0
				2007-08	146122	467	0	0	124184	0	270773
				2008-09	0	0	0	0	24703	0	24703
				2009-10	0	0	0	0	53451	0	53451
				2010-11	111904	0	134872	0	0	0	246776
27.	Uttarakhand	Dec 10	61558	2006-07	0	0	0	0	72	730	802
				2007-08	0	0	0	0	62	988	1050
				2008-09	0	16	0	0	335	1269	1620
				2009-10	0	22	0	0	82	1291	1395
				2010-11	12593	45	21508	12841	0	0	46987
28.	West Bengal	May 08	51423	2006-07	0	0	5255	4584	5049	57364	72252
				2007-08	0	0	1528	6164	5576	72485	85753
				2008-09	3683	1106	5879	4771	17018	75429	107886
				2009-10	2234	4265	1507	3607	7546	73201	92360
				2010-11	15452	11280	7988	6943	29314	67966	138943
29.	A&N Islands	Sep 10	876	2006-07	0	0	0	0	104	76	180
				2007-08	0	0	0	0	74	74	148
				2008-09	0	0	0	0	0	0	0
				2009-10	0	0	0	0	0	55	55
				2010-11	0	0	0	0	70	102	172
30.	Chandigarh	Dec 08	187	2006-07	0	0	0	0	17	3	20
				2007-08	0	0	0	0	0	0	0
				2008-09	0	0	0	0	28	2	30

Contd...



S. No.	State/ UTs	Last elections to PRIs held in	Total No. of ERs	Year	Under BRGF		Under RGSY		Under Other Schemes		Total
					No. of ERs Trained	No. of Functionaries Trained	No. of ERs Trained	No. of Functionaries Trained	No. of ERs Trained	No. of Functionaries Trained	
				2009-10	0	0	0	0	0	0	0
				2010-11	12	0	0	0	0	0	12
31.	D&N Haveli	Oct 10	125	2006-07	0	0	0	0	0	0	0
				2007-08	0	0	0	0	0	0	0
				2008-09	0	0	0	0	0	0	0
				2009-10	0	0	0	0	0	0	0
				2010-11	0	0	0	0	0	0	0
32.	Daman & Diu	Oct 10	97	2006-07	0	0	0	0	0	0	0
				2007-08	0	0	0	0	0	0	0
				2008-09	0	0	0	0	0	0	0
				2009-10	0	0	0	0	0	0	0
				2010-11	0	0	0	0	0	0	0
33.	Lakshadweep	Jan 08	110	2006-07	0	0	0	0	0	0	0
				2007-08	0	0	0	0	0	0	0
				2008-09	0	0	0	0	77	50	127
				2009-10	0	0	0	0	19	2	21
				2010-11	0	0	0	0	0	0	0
34.	Puducherry	Jul 06	1011	2006-07	0	0	0	0	1011	10	1021
				2007-08	0	0	196	53	0	0	249
				2008-09	0	0	0	0	0	0	0
				2009-10	0	0	0	0	0	0	0
				2010-11	0	0	57	19	0	0	76
			3026162								
	Total-All			2006-07	151644	13994	96050	26878	343365	149030	780961
				2007-08	328435	25076	106378	27480	428164	275570	1191103
				2008-09	288149	56393	423874	67127	312992	375524	1524059
				2009-10	463907	119455	294359	50666	348987	203977	1481351
				2010-11	907713	94056	988214	88270	104217	262241	2444711

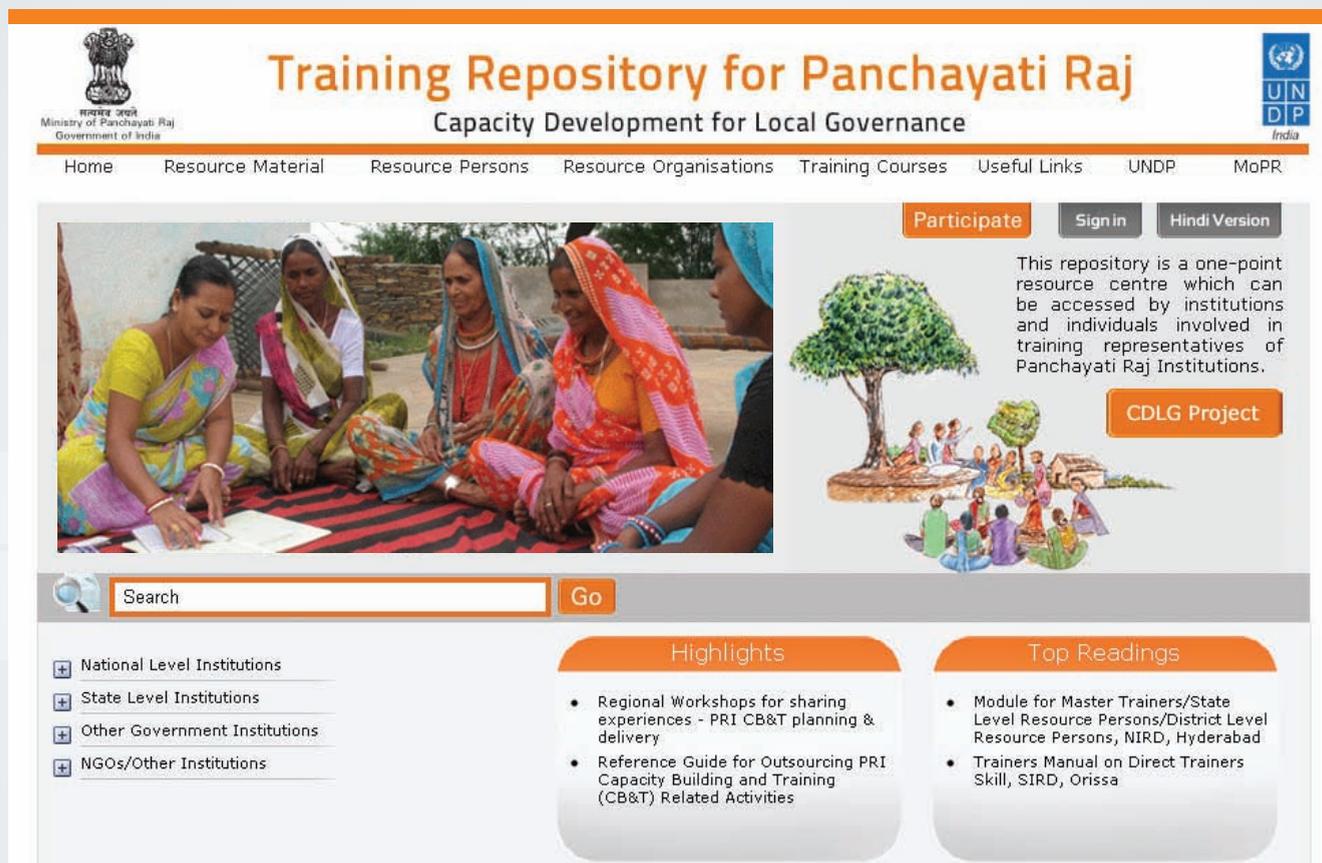
Year-wise participants trained under BRGF, RGSY and other Schemes

Year	Number of ERs & Functionaries trained
2006-07	780961
2007-08	1191103
2008-09	1524059
2009-10	1481351
2010-11	2444711

TRAINING REPOSITORY FOR PANCHAYATI RAJ

Capacity Development for Local Governance

<http://pri-resources.in>



The screenshot shows the website's header with the Government of India logo, the title "Training Repository for Panchayati Raj", and the UNDP logo. A navigation menu includes Home, Resource Material, Resource Persons, Resource Organisations, Training Courses, Useful Links, UNDP, and MoPR. Below the header is a banner featuring a photograph of women in saris sitting on a mat and reading documents. To the right of the photo are buttons for "Participate", "Sign in", and "Hindi Version". A text box explains that the repository is a one-point resource centre accessible by institutions and individuals involved in training representatives of Panchayati Raj Institutions. Below this is an illustration of a tree with people sitting around it, and a "CDLG Project" button. A search bar with a "Go" button is located below the banner. On the left side, there are expandable menu items: "National Level Institutions", "State Level Institutions", "Other Government Institutions", and "NGOs/Other Institutions". On the right side, there are two sections: "Highlights" and "Top Readings".

Participate **Sign in** **Hindi Version**

This repository is a one-point resource centre which can be accessed by institutions and individuals involved in training representatives of Panchayati Raj Institutions.

CDLG Project

Search **Go**

- [-] National Level Institutions
- [-] State Level Institutions
- [-] Other Government Institutions
- [-] NGOs/Other Institutions

Highlights

- Regional Workshops for sharing experiences - PRI CB&T planning & delivery
- Reference Guide for Outsourcing PRI Capacity Building and Training (CB&T) Related Activities

Top Readings

- Module for Master Trainers/State Level Resource Persons/District Level Resource Persons, NIRD, Hyderabad
- 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, academics programmes, and other useful links.

Ministry of Panchayati Raj
Government of India