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# PRAGATI

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April 2019



## Panchayati Raj in India: Fulcrum of Rural Development



## 3 Panchayati Raj in India: Fulcrum of Rural Development

## CONTENTS

6

Capacity building and training of Elected Women Representatives in Panchayati Raj Institutions of Manipur: Experiences

10

CGARD organises three-day training programme on Application of Geospatial Technology in GPDP at Andaman & Nicobar

11

International training programme on Social Audit in Rural Development Programmes

14

International training programme on Training Methodology for Development Professionals

17

Relaunch of training programmes at CGC -Vaishali

18

ToT on Internal Audit of Rural Development Programmes

20

Participatory sanitation planning for decentralised solutions for habitat development

21

GPDP preparation: NIRDPR faculty visits Hajipalle and Gantlavelli villages

23

Training course for trainers of STARPARD, West Bengal at NIRDPR

24

NIRDPR Events



## Panchayati Raj in India: Fulcrum of Rural Development

Panchayats or similar institutions have been part of Indian society since ancient times. There are references of institutions like 'Gana' and 'Sangha' in Mahabharata. In Chola empire, village assembly was called 'Ur'. During British rule too, such institutions existed. For example, through Lord Rippon's resolution in 1882, two-tier Rural Boards were created. However, post Independence thrust on centrally planned development initially ignored Panchayats. The original Constitution of India included Gram Panchayats in the Directive Principles of State Policy. However, failure of Community Development Programme launched in 1952 led to realisation of importance of community participation and Panchayats were seen as a platform to facilitate the same. On recommendations of Balwant Rai Mehta Committee in 1959, Panchayats were established first in Rajasthan on October 2, 1959 and later by mid 1960s,

most of States also set up three-tier Panchayats. However, initial enthusiasm died down and except few, most State governments did not empower these Panchayats. In many States, Panchayats got dissolved prematurely and elections were not held for a long time. Since then, till 1993, various committees made recommendations for reviving Panchayats. Finally, in 1993, Part IX was

**To promote collective functioning, standing and functional committees of Panchayats need to be activated by training and facilitating their regular meetings**

inserted into the Constitution of India through 73<sup>rd</sup> Constitutional Amendment Act (73<sup>rd</sup> CAA) which provided a minimum common framework for Panchayats to be adhered by all States. This was a turning point in the history of decentralisation in India.

The 73<sup>rd</sup> CAA for the first time accorded constitutional status to three-tier Panchayati Raj system in India. It prescribed to all States, except States having population less than 20 lakh, to set up Panchayats at district, intermediate (block) and village levels. It also made provision for a Gram Sabha for every Gram Panchayat which is an assembly of all registered voters residing in that Gram Panchayat. These three-tier Panchayats were given a fixed tenure of five years and if dissolved earlier, election would be conducted within six months of dissolution. This way, the 73<sup>rd</sup> CAA provided a certainty of tenure to Panchayats which was missing earlier. Members of all three-tiers of Panchayats are elected directly while chairpersons of district and intermediate Panchayats are to be elected by and from among the elected members. For the conduct of elections, it provided for setting up of State Election Commission. To study financial status of



Panchayats and recommend distribution of revenue between State governments and Panchayats, the 73<sup>rd</sup> CAA provided for setting up of State Finance Commission every fifth year. Delineating powers and functions of Panchayats, the Act said that State legislatures may empower Panchayats to function as institutions of local self-government so that they prepare plans for and implement schemes for economic development and social justice on 29 matters listed under Eleventh Schedule in India.

Another revolutionary feature is the provision of minimum one-third reservation for women and provision of reservation for Scheduled Castes and Scheduled Tribes according to their proportion in the total population. Nineteen States have gone ahead and have increased reservation for women in Panchayats to 50 per cent. Reservation for Other Backward Castes has been left to States to decide. In subsequent few years, all States have passed their respective State Panchayati Raj Acts in conformity to 73<sup>rd</sup> CAA. However, nomenclature, powers and functions of Panchayats

vary across States. Regular elections of Panchayats, certainty of tenure, entry of large number of women and SCs and STs in position of power, mass political education, and increased participation in decision-making are among the key achievements of 73<sup>rd</sup> CAA. Today, there are approximately 2.5 lakh Panchayats in India and approximately 31 lakh elected representatives covering all States and UTs except Meghalaya, Mizoram and Nagaland and other Sixth Schedule areas where Panchayats do not exist. Out of these, 46 per cent elected representatives are women. Later, in 1996, the Provisions of Panchayats (Extension to the Scheduled Areas) Act popularly called PESA Act, was passed for Fifth Schedule areas of 10 States for ensuring self-governance by tribal community as per their traditions and customs. PESA Act provides for constitution of Gram Sabha for every village and empowers Gram Sabha to preserve tribal identity, protect tribals from exploitation and manage natural resources.

Panchayats have a key role in attaining rural development through

effective planning, implementing, monitoring and social audit. Several flagship Central and State schemes have assigned central role to Panchayats. For example, Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) has made Panchayats principal authority and provided that minimum 50 per cent of works will be implemented by Gram Panchayats. Leadership of Panchayats, particularly Gram Panchayats, can make lot of difference in rural areas. We have seen turnaround of Hiware Bazaar, Ralegan Siddhi, Digambarpur, Gangadevipalli and many more Gram Panchayats through positive interventions of elected representatives and functionaries of Panchayats. Realising this, Government of India has been investing in Panchayats through their capacity building under Rashtriya Gram Swaraj Abhiyan (RGSA). As per the recommendations of Fourteenth Finance Commission (FFC), Government of India is to provide total Rs. 200,292.20 crore to Gram Panchayats during the five-year period between 2015-20, which is a quantum jump from earlier. This grant is to be utilised for



basic civic services to improve quality of life in rural areas. Nation today is looking towards Panchayats in attainment of sustainable development goals such as no poverty, zero hunger, quality education, good health, gender equality, safe drinking water and sanitation, clean and affordable energy, decent employment, combating climate change, protecting ecosystem, etc., and national commitments of housing for all, doubling of farmer's income, electricity to every house, all weather connectivity to all habitations, good governance, etc. These can only be achieved when Panchayats demonstrate their effective leadership in convergent participatory planning, efficient implementation of schemes/programmes and regular monitoring of public institutions and functionaries. Recent thrust of the Government of India on convergent Gram Panchayat Development Planning (GPDP) utilising Mission Antyodaya and SECC data, PRI-SHG convergence, local economic development through Panchayats are right steps in this direction.

Despite such an important role in

rural development, Panchayats are facing several bottlenecks. Although most of the State Panchayati Raj Acts have assigned all the 29 subjects listed under Eleventh Schedule to Panchayats, these subjects have not been actually devolved to Panchayats at the appropriate level based on activity mapping. These Panchayats do not have sufficient number of functionaries. In several States, one Gram Panchayat Secretary is in-charge of many Gram Panchayats. Line department functionaries are not accountable to and do not report to Panchayats. Except a few States, Panchayats are still dependent on Central and State governments for funds which seriously affects their identity as institutions of local self-government. Inadequate infrastructure such as lack of own office building, poor internet connectivity, inadequate office equipment makes it difficult for them to function. Inadequate capacity, confidence and motivation among elected representatives are other bottlenecks. Panchayats do not receive cooperation of block and district administrations, which have so far

failed to recognise and respect elected representatives of Panchayats the way members of Legislative Assemblies and Parliament are recognised and respected. Gram Panchayats are chairperson and secretary centric and not functioning collectively. As a result these factors, people do not see Panchayats delivering public goods and services effectively and hence, do not participate enthusiastically in Gram Sabha and other processes of Panchayats.

If this is the status of Panchayats today, what needs to be done to empower them and make them more effective? Devolution of functions to Panchayats by State based on activity mapping and principle of subsidiarity followed by devolution of funds and functionaries to carry out devolved functions is the first prerequisite to strengthen Panchayati Raj in India. In case of Panchayats in Fifth Schedule areas, five States governments which have not yet notified their PESA rules must do so. This cannot be achieved merely by issuing central advisories to States. A forceful demand should come from elected representatives themselves



through their State and national level federations. Gram Sabha campaigns need to be organised in scheduled and non-scheduled areas to orient and sensitise Gram Sabha members of their rights and duties. Such an empowerment must be followed by effective capacity enhancement through time-bound three-four weeks induction trainings, yearly refresher thematic trainings, mentoring and regular demand-based handholding of elected representatives. Special capacity building drive for women, SC and ST elected representatives is also needed. Development of at least one beacon model Panchayat in every district and conducting exposure visits will go a long way in capacity enhancement as nothing can be more motivating that seeing another Panchayat in the same district and State performing to

the fullest of its potential. To enable them to function effectively, adequate infrastructure in terms of office building, broadband connectivity, conventional and solar power, office equipment must be provided to Panchayats, particularly to Gram Panchayats. Social capital created by the self-help group movement across the country be utilised in supporting Panchayats effectively monitor functioning of public institutions such as anganwadi, primary schools, health-sub centres, etc., and frontline functionaries such as Auxiliary Nurse Midwife (ANM), agriculture extension workers, Anganwadi Workers, teachers, etc. SHGs may also make these Panchayats accountable by participating in Gram Sabha and taking part in social audit.

To conclude, Panchayats have a key

role in achieving global and national development goals in rural areas and nation is looking towards these institutions with great hope. However, certain internal and external challenges are blocking Panchayats in realising their potential. Measures like enabling policy framework for empowerment, robust capacity enhancement programmes and utilising social capital of SHGs movements in enforcing accountability will help overcome those challenges and help Panchayats emerge as fulcrum of rural development.

**Dr. Rajesh Kumar Sinha**

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CASE STUDY

## Capacity building and training of Elected Women Representatives in Panchayati Raj Institutions of Manipur: Experiences



The capacity building and training of Elected Women Representatives (ERWs) in Panchayati Raj Institutions of Manipur was designed to increase their capacity by providing them training and handholding to deliver in an efficient

and effective manner in their day-to-day functioning as public representatives. In this connection, a multi-track approach was adopted to achieve the project objectives. On-site training was imparted to educate them on their roles

and responsibilities, the procedures and mechanisms associated with decentralised governance, schematic interventions of the government and to encourage them to actively engage in governance processes. Several

innovative and successful actions were taken under this subcomponent of the study. Therefore, after the on-site training and handholding, selected EWRs were interviewed to assess the impact and outcomes of the training programme. The interview guide was administered in three districts (East Imphal, West Imphal and Thoubal district) based on EWRs elected terms, educational background and their contribution and innovative ideas towards developmental activities. In this connection, Zilla Parishad Adhyaksh, Up-Adhyaksh, Pradhan, Up-Pradhan and ward members were selected for interview through purposive sampling. The information was gathered from the EWRs through structured questionnaire combined with personal interviews containing questions regarding participation perception in politics, leadership contribution, and contribution towards development activity. Dr. Pratyusna Patnaik is the Project Director and Programme Coordinator for the Capacity Building Training of Elected Women Representatives.

#### Case 1



Taruni Devi, 50, Zilla Parishad Adhyaksh from Imphal West district under unreserved category contested the election to fill up the gap of various problems and issues related to women. She has contributed in various developmental activities for the community such as construction of shed

for Maira Pabi (a women organisation), sanitary drainage, garbage shed, street light, safe drinking water, village roads and schemes for widows. She focused more on issues related to domestic violence, women and child health in the Panchayat/Zilla Parishad. When asked about the reservation policy, Taruni Devi responded that it gives exposure to women community and a space for women to get involved in development activities, bringing to fore the problems faced by them. Reservation for women has also encouraged and ensured their participation at the grassroots level. However, there is no reservation for women in the State Legislative Assembly which again is a concern and is required to be implemented.

Taruni said that this is her first training after election and she learned about the official procedures and maintenance. This learning experience has helped her immensely, especially in taking relevant decisions. The capacity building training was conducted in a very systematic manner by the NIRDPR team. The resources used were training materials, training of trainers with the actual training, followed by training impact assessment. She said "it has helped me a lot to make a better relationship with officials, improve my level of confidence, knowledge as well as in the decision-making process." Further, she expressed her interest in attending more trainings related to constitutional laws for women and children. She also acknowledged the fact that becoming a leader makes life quite busy and very often, she has to leave household work so early and leave for community work. Taruni interpreted that there is not much difference amongst the female representatives; all EWRs are working effectively for their community. In the process of decision-making, activities related to all types of panchayat works such as implementation of development policies, fund allocation, convening meetings, etc., have been given priority to collective decision with the Panchayat

members as per the requirement and necessity of the villagers.

Taruni said that Gram Panchayat Development Plan (GPDP) requires active engagement of local communities in planning and prioritising their development needs. Though the Gram Sabha is regularly conducted, few villagers do not attend it due to daily works as a wage labour and also because of other financial preoccupation. However, the information regarding the minutes of the Gram Sabha was passed on to them. The issues raised by women in the Gram Sabha are not very different from those raised by men. There is no gender bias in addressing general issues.

#### Case 2



Kshetrinuayou Faua Devi, 45 years old, Up-Adyaksh of Imphal East Zilla Parishad has been elected as a member for first time and her major focus was on conducting meetings ward-wise to know the villagers individual demands and needs. To counter the problems of poor and spread awareness amongst the villagers, GP-wise meetings were conducted to encourage them for active participation in village development activity. It discussed issues of concern, provided information about ongoing programmes and developments and motivated the people towards better participation. During her tenure, she has given priority to solve the problems related to drinking water and solid

waste management. For the selection of beneficiaries for various development programmes, meetings were conducted at the GP level. However, some other schemes such as piggery loan, agri-related loan, seeds distribution etc., sectoral departments are involved in selection of beneficiaries. She has said that the involvement of sectoral department for the selection of beneficiaries created problems among the villagers. Due to the political influences in the selection process, needy people did not get benefits under the various development schemes.

Up- Adakshya further noted that there is a gap between 2011 socio-economic caste census data and actual data. Therefore, the needy people are not getting benefits from the various development schemes. There is need to set a time frame for the State government to utilise the money allotted. Education is most important element for EWRs to effectively contribute to the village development. She has given more focus on girl education.

Regarding Gram Sabha meetings, majority of women are attending now-a-days as they understand the importance of their presence at the meetings. Kshetrinuayou Faua Devi says that on the day of the Gram Sabha, women wake up an hour before their usual time and finish their household chores. Further, Kshetrinuayou opened a legal aid service facility at the village level to create awareness among the villagers on issues related to domestic violence and others, and provided support to dismiss the legal issues before approaching the lower court at free of cost.

Faua Devi said that CB&T is her first formal structured training where she has learned about the Panchayati Raj Act. Earlier, she was not aware about the Panchayat Raj Act and Acts for women and children. After the capacity building training, she got to know about various areas like the role of Panchayats in providing basic services and their

monitoring, planning and budgeting, identification and verification of the BPL list, micro-planning, the significance of participation in the Gram Sabha and the Ward Sabha, domestic violence, legal provisions relating to the rights and protection of women, social practices and their impact on women.

### Case 3



Pukhrambam Surbala Devi, Pradhan, Waiton Gram Panchayat, Imphal East has contested the election because of her own interest to help rural local people and empower rural women in getting equal rights. She belonged to a large family, and wanted to pursue higher education, but was unable to do so, simply because of economic constrain and patriarchal norms. Surbala said that capacity building of women collectives has contributed immensely in developing leadership qualities and empowering them, because women were victims of domestic violence, social intolerance and economic injustice. She has given importance to sensitisation of the community towards women's participation and their empowerment, so that they can participate meaningfully in decentralised governance systems. Surbala Devi's aim is development of her community in the way of

- a. Eradicating illiteracy among girl children and freeing them from child labour
- b. Alleviating poverty by providing assessing quality education,

health facilities and skill training for employment

- c. Create awareness on the rights of the rural people
- d. Promoting women SHGs to make them economically independent

Regular Gram Sabha meetings were held to plan and review developments constructively, and to prepare further action plans. Surbala Devi said they always conduct a review meeting of the earlier Gram Sabha meetings to analyse and discuss the pending issues that would lead to a solution. Social issues such as alcoholism, drug addiction domestic violence, etc., were discussed in Gram Sabha meeting. The autonomy of a government depends on the magnitude of own source revenue (OSR) it commands and the freedom it enjoys to raise and operate them. Waiton Gram Panchayat has collected water tax, market tax and cable collection under OSR.

Surbala said that their GP has already prepared GPDP and conducted first structured Gram Sabha meeting and collected data. Further, she has said that there are three standing committee constituted for in Waiton Panchayat i.e.,

- a. Social Justice committee
- b. Amenities committee
- c. Protection committee

Capacity building training has bringing them together on a common platform. These platforms increase women's confidence and courage, and bring about changes in the way they think. The training felt that it is only when women realised that their participation can change their situation and improve their knowledge. This helped women to make connections between their real life situations and their powerlessness in the Panchayats. Training programmes have led to information transmission and encourage women to assert their right over the resources assigned for them. The process of this assertion of women's

rights over the funds earmarked for them has been empowering in itself.

#### Case 4



Thiyam Rebika, Ward Member, Imphal West, 67 years old, Mungshangei GP, contested election with the help of Mairapabi institution and for their encouragement. As an elderly woman, she never faced any problems to handle the Panchayat work. However, sometime she has faced problem because she is non-Manipuri. Rebika contested as a ward member because of personal interest and interest to work for their community related to health facility, safe drinking water, homeless family, etc. After the election, Rebika took initiative to construct toilets in her ward; under her supervision health cards were prepared under the Chief Minister Hoksianting Bang scheme and identified beneficiaries for PMAY.

With regards to the Gram Sabha meeting, she said, "due to illiteracy, lack of knowledge, household work and wage labour work, villagers were not regularly attending the Gram Sabha. She has observed that women are more attentive towards Gram Sabha. My suggestion through my experience is that active participation is required in various activities to achieve the development. The capacity building training is the first formal training where I have learned about linkage between various departments and Gram panchayat, and other agencies. Through the handholding session, I have got opportunity to visit

other village and understand their village development plan. Further, through PRA easy to understand the village problems and resources."

In terms of attending Gram Sabha, participation is low due to illiteracy, lack of interest and household work. The participation of women is higher than men in the Gram Sabha meeting. Rebika said that majority of rural masses working as daily wage labour, so they are unable to attend the Gram Sabha meeting.

"Reservation policy gives more space for women to participate in the political process. Women have more knowledge about society as well as villagers", Rebika said. However, several factors prevent women's voices from being heard, their needs being addressed and their active engagement in governance processes. The culture of continued subordination has denied many women the confidence to exercise their public responsibilities.

She said women were victims of domestic violence. Rebika always tried to solve the problems related to alcoholism, drug addiction through SHGs. Rebika told that she wanted to construct a cremation ground before contesting the election but it was not happened due to corruption and lack of funds. But after she won the election, she has constructed the cremation ground for her community.

Rebika further said that the capacity building training programme is very effective and beneficial for elected women representatives. The purpose of the handholding session was to provide the PRIs and EWRs an insight into the functioning of Self-Help Groups (SHGs) and Panchayati Raj Institutions in different cultural contexts, exchange of ideas and interactions with people from different walks of life. Rebika said that their team learnt many positive things through the handholding session like functioning of PRIs, role of members, and functions and importance of Gram Sabha. She said that there is a need to stay united, cooperate and coordinate with

each other for larger good. They will work towards strengthening Gram Panchayat, involve community while formulating development plans and strengthen local governance.

#### Case 5



Hasina Begum, 45 years old, Zilla Parishad Adhakhaya from Thoubal district. In the 2017 District Panchayat elections, the Adhakhaya for Zilla Parishad was reserved for a woman. Hasina Begum, wife of a former Adhakhaya. The local residents from Thoubal district supported her because of her political experience and knowledge. Hasina believed that the one-third reservation for women in local government bodies, will enable her to involve in the governance process at the local government level. The reservation policy for women played a key role for their engagement in the political sphere. The Adhakhaya has articulated that women are still not recognised as political entities and their perspective is rarely seen as integral to the design and delivery of services due to the lack of exposure of women to politics and the absence of any experience in exercising their political responsibilities. Factors such as low literacy levels, absence of education and limited or no exposure, lead to a lack of confidence and many women are unable to comprehend the true spirit of decentralisation and recognise the opportunities that it provides.

Hasina has focused on mobilising local people to create of SHGs groups at the Gram Panchayat level. Women

SHGs have immense potentials for economic empowerment of women, while Panchayati Raj Institutions with 33 per cent reservations for women, and through effective functioning of Gram Sabhas can aid political empowerment. She said that women SHGs and women's entry into the political sphere can bring in a silent revolution in their family and also the society. Membership of women SHGs has instilled confidence among women. They have been able to understand the importance and functioning of the Panchayat in their village. On the other hand, the Panchayats have realised the need for promoting women SHGs and are also been responsive to engendered development.

She said the effective development of rural areas depends on healthy and clean surroundings, including access to safe water and sanitation. A direct link exists between water, sanitation and health and nutrition and human well-being. Capacity building and training for EWRs in Panchayat Raj Institutions in Manipur has helped to create a platform,

which brings together EWRs from different places and social backgrounds. It has also provided an opportunity for EWRs to share their learning from each other's experiences.

### Conclusion

Women's participation and contribution in the political institution and their role in the administration of a kingdom or a region cannot be ignored or neglected. Such experience is found in the Manipuri society, which is known for utilising women's skills, especially in social, economic and local organisational groups and in their activities. However, various issues and many changes have come up in the political lives of the Manipuri women, specifically after the introduction of the Panchayati Raj Act of 1994. In this connection, majority of EWRs expressed various issues and challenges to assume greater responsibility and play a pro-active role in the affairs of their Panchayats. The non-cooperation of government officials in the interface dialogues, which were

organised to foster multi-stakeholder partnerships was another indication of the lack of commitment to decentralised government. The implementation of government schemes is one of the biggest challenges for the State, especially MGNREGA, PMAY and PDS. Further, it is no surprise that various issues were found related to infrastructure such as lack of community hall, street light, pucca road, drinking water, lack of drainage, market shed, fencing of ponds, waiting shed, kuccha dam, solar lamp, garbage, crematorium, primary health centre, public toilet, playground, absence in Gram Sabha, lack of awareness about development programmes and improper disaster management. However, the capacity building and training has provided a platform to the EWRs for transformation and strengthen themselves to face various issues and challenges.

**Dr. Rimki Patgiri**, PTM and

**Dr. Pratyusna Patnaik**,

Assistant Professor

Centre for Panchayati Raj, NIRDPR

## CGARD organises three-day training programme on Application of Geospatial Technology in GPDP at Andaman & Nicobar



*Dr. M. V. Ravibabu, Associate Professor (1<sup>st</sup> row 7<sup>th</sup> from left) and Dr. N. S. R. Prasad, Assistant Professor (1<sup>st</sup> row 4<sup>th</sup> from left) CGARD with the participants at the training programme*

The Centre for Geoinformatics Applications in Rural Development (CGARD) organised a three-day training programme on 'Application of Geospatial Technology in Gram Panchayat Development Plan (GPDP)' during 23<sup>rd</sup>

- 25<sup>th</sup> April, 2019 at Megapode Resort, Port Blair, Andaman & Nicobar Island in collaboration with the Directorate of Rural Development and Panchayati Raj, Andaman & Nicobar.

The programme was inaugurated

by Shri Krishnan Kumar, IAS, Secretary (Rural Development & Agriculture). He emphasised on the use of geospatial technology tool in the collection of data and planning for optimum use of available financial and other relevant

resources. He also stressed that training of functionaries is an important aspect that helps to keep them updated on the latest technological advancements. Keeping this in mind, Shri Krishan Kumar said that the Department is preparing a new comprehensive training policy for the elected representatives, officials and functionaries of the Rural Development Department.

Dr. Navlendra Kumar Singh, Director (RD/Panchayat) stated that Department of Rural Development and Panchayati Raj is a key department that could provide good governance to the rural masses. The use of GIS-based technology would help them improve the standard of governance with utmost transparency in the gram panchayats, also helping them immensely in planning, monitoring and data collection.

Dr. M. V. Ravibabu, Associate Professor (CGARD) and Programme Director highlighted the three-day programme schedule and objectives like the concept of geoinformatics, mobile applications for asset mapping, analysing the GIS data layers for planning and the

preparation of Gram Panchayat Spatial Development Plan.

Dr. N. S. R. Prasad, Assistant Professor (CGARD) and Co-Director of the programme outlined a few key points for using GIS-based tools in spatial planning and hands-on practical approach with field data collection from nearby panchayats using mobile-based applications. Nearly 43 officials including Panchayat Secretaries from three districts of Andaman and Nicobar attended the training.

As part of the programme, a field visit to Chouldari gram panchayat for data collection using mobile GPS was organised. The participants were divided into three teams for collecting various assets in the Panchayat. While collecting data from the field, participants visualised and experienced the field conditions and interacted with the villagers and Pradhan regarding implementation of various schemes in the panchayat.

On the last day, Shri Suneel Anchipaka, IAS, Secretary (IT) delivered valedictory address and highlighted the importance of using geospatial

technology by the Panchayat Secretaries for spatial mapping which shows all sort of assets, facilities and land information for better planning and decision-making at the grassroots level. Also, he stated that the gram panchayat plays an important role in achieving Sustainable Development Goals (SDGs) and therefore, robust planning at the grassroots level is very important. Shri Krishnan Kumar, IAS, Secretary and Dr. Navlender Kumar Singh, Director (RD & Panchayat) congratulated all the participants, collected their valuable feedback and distributed the certificates.

Noting that this is a new beginning, the Secretary wanted a series of such training programmes conducted by the RD&PR department with assistance from NIRDPR and also thanked NIRDPR for training their Panchayat Secretaries. As per the feedback received from the participants, the programme was successful. All the participants shared that the training programme would help them in implementing spatial planning for the further enhancement of their respective Gram Panchayats.

## International training programme on Social Audit in Rural Development Programmes



*Smt. Radhika Rastogi, DDG, NIRDPR (1<sup>st</sup> row 4<sup>th</sup> from left), Dr. Srinivas Sajja, Assistant Professor, CSA (1<sup>st</sup> row 3<sup>rd</sup> from left), Dr. P. SivaRam, Professor & Head, CHRD (1<sup>st</sup> row 1<sup>st</sup> from right) with the other participants at the training programme*

The Centre for Social Audit (CSA) has organised a 10- day international training programme on 'Social Audit in Rural Development Programmes' during March 19 -28, 2019 in collaboration

with CIRDAP, at NIRDPR. A total of 20 participants from nine countries (Afghanistan, Bangladesh, Fiji, Iran, Myanmar, Nepal, Philippines, Thailand and Vietnam) who belong to various

rural development ministries and one CIRDAP representative participated in the programme. The programme was inaugurated by Dr. W. R. Reddy, IAS, Director General of NIRDPR. Welcoming

the participants, he briefed on the importance of social audits in rural development programmes.

The programme team comprised of Dr. C. Dheeraja, Dr. Srinivas Sajja, Mr. M. Karuna and Ms. Elora.

For better learning and understanding of social audit in rural development programmes, content of the programme was divided mainly into four modules, i.e.,

1. Poverty and Rural Development Scenario
2. Transparency and Accountability Measures
3. Social Accountability Mechanisms and Social Audit
4. Field visit for understanding of social audit

From the above modules, 16 class room sessions were organised NIRDPR in-house faculty members and select guest faculty as subject matter specialists contributed to the programme.

**Methodology:** Keeping in view the broad and specific objectives of the programme, duration and expectations of the participants, the following training methodologies were used:

- 1) Lectures and interactive sessions (PPTs)
- 2) Country presentations from participants and experience sharing
- 3) Video clips and discussions
- 4) Field Visit for practical understanding of social audits

#### **Classroom sessions**

**Module-I:** Poverty and Rural Development Scenario

#### **Day 1: March 19, 2019**

**1) Status of Poverty and Rural Development in CIRDAP Countries:** In the morning session, Mr. Tomasi Rayawana, representative from CIRDAP gave a short lecture on status of poverty and rural development in CIRDAP

countries.

**2) Country presentations on social accountability mechanisms:** In the afternoon session, participants from various countries gave their country presentations covering topics like country geographical location and schemes and social accountability mechanisms being implemented in their respective countries

#### **Day 2: March 20, 2019**

**3) Social Audit- Concept, History and Application:** In the morning session, Mr. Nikhil Dey, social activist who is the founder member of MKSS, delivered a lecture on social audit concept, history and application, and shared his experiences by showing videos and presentations of Right to Campaign and social audit movement in Rajasthan.

**4) Poverty, Social Exclusion and Vulnerability Scenario: Alleviation Strategies in India:** Dr. Jyothis Satyapalan, Prof. & Head of Centre for Wage Employment delivered a lecture on Poverty, Social Exclusion and Vulnerability Scenario: Alleviation Strategies in India using Powerpoint presentations.

**5) Wage Employment Programmes – MGNREGS:** In the afternoon session, Dr. Jyothis Satyapalan took a session on Wage Employment Programmes – MGNREGA, a rights-based approach scheme. He shared his experience of a decade's study of MGNREGS with the participants.

**6) Self- Employment and Skill Development Programmes (NRLM, DDU-GKY):** On the same day, Mr. A. Nagaraja Rao, Mission Manager working in NRLM delivered a lecture on NRLM and DDU-GKY.

#### **Day 3: March 21, 2019**

**7) Infrastructure Development Programmes (PMAY-Rural, PMGSY, drinking water and sanitation):** Morning session on day 3 on the topic Infrastructure Development Programmes

(PMAY- Rural, PMGSY, drinking water and sanitation) was covered by Dr. Srinivas Sajja, Assistant Professor, Centre for Social Audit.

**8) Social Security Programmes (NSAP, PDS, ICDS):** Following session on day 3, Dr. T. Vijaya Kumar, Associate professor & Head (i/c), CESD gave a lecture on Social Security Programmes (NSAP, PDS and ICDS).

**9) Country presentations on social accountability mechanisms:** In the afternoon, the remaining country presentations by participants were covered.

#### **Module-III: Transparency and Accountability Measures**

#### **Day 4: March 22, 2019**

**10) Area Development Programmes (Watershed, PMKSY):** In the morning session, Dr. U Hemantha Kumar, Associate Professor, Centre for Livelihoods gave a lecture on Pradhan Mantri Krishi Sinchayee Yojana.

**11) Rights-based approach to development, Rights-based legislations in India (MGNREGA, NFSA, RTE, FRA):** following the morning session, Shri Karuna M., Sr. Consultant, Centre for Social Audit covered a session on Rights-based approach to development, Rights-based legislations in India (MGNREGA, NFSA, RTE, FRA).

**12) RTI-Tool of Transparency and Accountability Measure:** This session was covered by Mr. Rakesh Dubbudu, who works as an Editorial for Factly and faculty at NCPRI.

**13) Institutions of Accountability - Right to public service Acts, Right to grievance redress, Whistle-blower protection, Lokpal and other accountability measures:** Mr. Srinivas Madhav working as consultant for AP Information Commission was the guest faculty for the session and he delivered a lecture on Institutions of Accountability.

**Module –IV: Social Accountability Mechanisms & Social Audit**

**Day 5: March 23, 2019**

**14) Local Self Government Institutions and their Role in enhancing transparency and accountability:** On day 4, a session on Local Self-Government Institutions and their role in enhancing transparency and accountability was handled by Dr. Rajesh K. Sinha, Assistant Professor, CRTCN

**15) Social Accountability: Tools and Techniques:** Morning session on day 4 on the topic Social Accountability: Tools and Techniques was covered by Dr. Srinivas Sajja, Assistant Professor, Centre for Social Audit.

**16) Auditing Standards & Audit of Scheme Rules 2011:** This session was discussed by Mr. Karuna M, Sr. Consultant, Centre for Social Audit. In this session, guidelines for conducting social audit were discussed.

**Day 6: On March 24, 2019: Local Visit to Golconda Fort**

**Module–V: Field visit for understanding Social Audit**

**Day 7 to Day 9: March 25, 2019 to March 27, 2019**

Topics covered in the field visit

- Sharing of experience of SSAAT in the conduct of social audits, visit to SSAAT office and interaction with Director, SSAAT
- Field visit to observe social audit process (selection of VSA and training)
- Field visit to observe social audit process (document verification, physical verification and door to door verification)
- Field visit to observe Social Audit Gram sabha & Public hearing

Field visit – social audits practical exposure visits were organised to the following places:

**i) Andhra Pradesh – Commissionerate of Rural Development, Vijayawada:**

The participants were taken to the AP- CRD, Vijayawada on March 25, 2019. Shri. Ranjit Bhasha, IAS, Commissioner Panchayat Raj and Rural Development addressed the participants and explained the role played by the AP-CRD in effective implementation of the MGNREGS. He briefed about the NREGA works taken up in the Andhra Pradesh and social accountability measures taken up by the AP Government.



*Meeting with Shri Ranjit Bhasha, IAS, Commissioner, RD at CRDA, Vijayawada*

**ii) Social Audit Process:**

**a) Chebrolu MPDO Office:**



*Solid Waste Management Centre, Chebrolu*

On March 25, 2019, participants were taken to Chebrolu MPDO office. In the office premises solid waste management system was built as part of learnings NADEP compost pit usage and parameters to be seen at the time of social audit were also explained to the participants. Later, horticulture plantation work was shown to the participants.

**b) Lingamguntla Gram panchayat, Peddakurapadu Mandal:**

On March 26, 2019, participants were taken to ligamguntla Gram Panchayat for practical exposure of social audit

process. The participants interacted with the VRPs/ VSAs, DRPs at the GP and they explained about the GP level processes i.e., records/documents consolidation, door-to-door verification and work site verification. Due to election code, gram sabha and public hearing were not held in Andhra Pradesh.

**iii) Andhra Pradesh Society for Social Audit, Accountability and Transparency (APSSAAT), Guntur:**



*Explaining social audit process to the participants – 1) GP level information, 2) door to door verification*

On March 26, 2019, After practical exposure at field, participants were taken to APSSAAT office for further understanding of Social Audit Unit set-up and Mr. G. Srikanth, Director, APSSAAT gave a PowerPoint presentation on social audit process.



*AP SSAAT Social Audit Director giving presentation on social audit process*

iv) **Duggirala Agricultural Market Committee (AMC) (e-NAM with Agri Tech Infrastructure Fund Scheme (ATIF) - Turmeric Trading Yard:** Immediately after completion of meeting at APSSAAT, the participants visited Duggirala Agricultural Market Committee. Here, market system followed is e-NAM (e-Trading Nation Agricultural Marketing),



*CIRDAP participants at Duggirala AMC*

which is an online bidding and online payment system. Here, participants were introduced to the transparency mechanism, followed by the AMC, where a farmer can sell his/her products directly to the trader.

v) **APHRDI: Andhra Pradesh Human Resource Development Institute, Bapatla:**

On March 26, 2019, participants were taken to interact with the Shri D. Chakrapani, IAS (Retd), Director General, APHRDI and employees of the APHRDI. Participants shared their country experiences and clarified doubts raised by the employees and trainee AEEs. Participants from Myanmar made their country presentation with the employees.

**Day 10: March 28, 2019**



*D.Chakrapani, IAS (Retd) DG-APHRDI addressing CIRDAP participants*

**Presentation of the field visit reports and evaluation:** Participants presented their field exposure visit learnings and followed by an evaluation and valediction by Dr. W. R. Reddy, Director General, NIRDPR and Mr. Tevita G. Boseiwaqa Taginavulau, Director General, CIRDAP.

## International training programme on Training Methodology for Development Professionals



*Smt. Radhika Rastogi, DDG, NIRDPR (1<sup>st</sup> row 4<sup>th</sup> from left), Dr. SivaRam, Professor & Head, CHRD (1<sup>st</sup> row 4<sup>th</sup> from right), Dr. T. Vijaya Kumar, Associate Professor & Head, CESD (1<sup>st</sup> row 2<sup>nd</sup> from left), Dr. Lakhani Singh, Assistant Professor, CHRD (1<sup>st</sup> row 3<sup>rd</sup> from left), Dr. Sonal Mobar Roy, Assistant Professor, CPGS (1<sup>st</sup> row 3<sup>rd</sup> from right) with the participants at the training programme*

The Centre for Human Resource Development organised a four-week international training programme on 'Training Methodology for Development Professionals' from January 21 to February 17, 2019. This training programme was sponsored under Indian

Technical & Economic Cooperation (ITEC) programme by the Ministry of External Affairs, Government of India, New Delhi. The objective of the programme was to state the trends in training and capacity building approaches and strategies for rural development; to use of various

training methods and aids; to plan and manage the training programmes; and to describe the efforts and experiences in application of training methodologies for capacity building of development professionals with special reference to Indian experiences.

The participants were welcomed by Dr. P SivaRam, Professor & Head, CHRD. Further, Smt. Radhika Rastogi, IAS, Deputy Director General, NIRDPR, Hyderabad interacted with the participants at length and emphasised upon the importance of practical experiences of handling grassroots level issues in taking decision to solve the problems of rural areas. Therefore, exposure to rural areas is essential for all officials working in the development sectors. She pointed out and highlighted the importance of field study visit allocated as one of the modules in this programme. The DDG has also shared her experiences of working in rural areas as an administrator. She also explained the participants how experiences/stories can be used as a powerful tool (training method) to make the people understand the issues.

The programme was designed meticulously by keeping in view the objectives and need of the participants and contents of the course were also finalised on the lines of objective and needs. The relevant course contents in the form of reading materials were prepared and given to participants. The entire sessions of the programme were divided into four modules and each module was of one week duration. The modules are as follows:

- Training Approaches and Trends
- Training and Development
- Training Methodology
- Exposure-cum-Study Visits

In total, 24 participants representing 14 countries (Afganistan-1, Algeria-1, Indonesia-1, Iraq-4, Kenya-3, Malawi-1, Mauritius-1, South Sudan-2, Sri Lanka-1, Tanzanai-1, Zambia-1, and Zimbabwe-2) attended this programme. The participants get acquainted to each other during an ice-breaking session. Participants' expectations from the programme were also sought and later it was matched with content of the programme schedule. All the participants were taken on a transect walk to NIRDPR surroundings and its facilities.

As mentioned above, the programme consisted of three modules followed by a week-long study tour to Karnataka. Majority of the training sessions of the first three modules were handled by faculty of NIRDPR. However, a few of national level resource persons from reputed institutions such National Academy of Agricultural Research Management (NAARM), Hyderabad, National Institute of Agricultural Extension Management (MANAGE), Hyderabad, Dr. MCR HRD Institute of Telangana, University of Agricultural Sciences, Bangalore, and former professors were also invited to handle some of the important sessions.

As part of the programme, the participants were taken to Bengaluru and Mysuru of Karnataka State on a study tour to introduce them to successful rural initiatives in India and apex level of institutions who are using different methodology to impart knowledge among trainees. Following are the institutions visited during the study tour:

**Agricultural Technology Information Centre (ATIC), University of Agricultural Sciences, Bangalore:**

Participants interacted with resource persons of ATIC and learned how the centre is creating a platform for optimistic interaction between farmers and subject matter specialists for effective technology transfer and livelihood improvement.

**Farmers' Training Institute (FTI), University of Agricultural Sciences, Bangalore:**

The main objective of the FTI is to impart trainings on agricultural and allied subjects for farmers. The resource persons of the institute made presentations about activities and functions of FTI. They made an exhaustive presentation on types of participatory training methodology which they are using in imparting trainings to farmers. This session was very useful for the participants.

**Indian Institute of Management (IIM), Bengaluru:**

The participants were also taken to IIM, Bengaluru to introduce them to the quality of Management

Institutions in India who uses 'Case' as a method of teaching and training. The IIM authorities received the participants. Dr. Ritu Tripathi, Faculty of IIM-B took a session on how a 'Case' can be used as an effective tool for imparting training/teaching on any specific subject. She presented a beautiful case on 'Managing People across Cultures'. The presentation was very apt as the participants were from different cultures so they could relate it very easily.



*Participants at IIM, Bengaluru*

**National Institute of Public Cooperation and Child Development (NIPCCD), Bengaluru:**

On 5<sup>th</sup> February, the participants were taken to NIPCCD, Bangalore to learn about training and research in the field of women and child development carried out by the organisation. The Director of the institute interacted with the participants and made a detailed presentation on NIPCCD. Participants learned about the programmes for child and women development and how the trainings on women and child issues are provided/imparted up to grassroots level officers. Participants also learned about ICDS scheme (aaganwadi worker), and DARPAN portal.



*Participants at NIPCCD, Bengaluru*

**Rural Development and Self Employment Training Institute (RUDSETI), Bengaluru Rural:**

Participants were taken to showcase the model of RUDSETI which is a unique model of identifying, motivating, training and facilitating the rural unemployed youth to take up self-employment after rigorous training at RUDSETI. They learned the genesis of this institute and how it functions. Participants interacted with participants who were undergoing training at the institute.

**Rural Development and Self-Employment Training Institute (RUDSETI), Mysore:**

The participants were taken to RUDSETI located at Mysore to showcase another highly successful model of enabling unemployed rural youths to start their own entrepreneurship. The participants learned that the institute conducts training for two types of the unemployed youth: first generation of entrepreneurs who want to try a hand in entrepreneur but want to acquire skills and knowledge before venturing into entrepreneurship, and second; skill upgradation for those who are already entrepreneurs but want to improve their skills so as to advance in their areas of specialisation. The participants also had a first-hand experience on the process of how to use lectures, simulation games, hands-on experience and group discussions as methods of training for imparting training to trainees.



*Interaction with trainees at RUDSETI, Mysore*

**Abdul Nazir Sab State Institute of Rural Development and Panchayati Raj, Mysore:**

The participants were also taken to ANSSIRD&PR, Mysore to provide them an opportunity to understand the functions, activities and contribution of SIRD in rural development. Dr. Shoba Naag, IAS, Director, ANSSIRD&PR welcomed all the participants and interacted with them at length. Dr. Ganesh Prasad, Deputy Director of the institute made a detailed presentation on functioning and activities of ANSSIRD&PR followed by a question-answer session with participants. The participants also got an opportunity to see the satellite-based studio located within the institute, which is extensively being used for telecasting live training programmes to the grassroots level officers. This was a unique experience for the participants.



*Participants at ANSSIRD&PR*

**Katerri Gram Panchayat, Mysore:**

The participants were taken to Katerri GP in Mysore. They were well received by the members and residents of the Gram Panchayat. The functions and activities of Gram Panchayat during the last five years were explained by the office accountant of Gram Panchayat. The gram Panchayat has its own strategic development plan which was shared with the participants. Participants also learned about the process of democratic election of Gram Panchayat president and its members. While interacting with members of Gram Panchayat, they got know about different committees which are accountable for carrying out different development works in Gram Panchayat. The participants got an opportunity to learn the governance part of the village. Later, the Panchayat members took the participants on a

transect walk. The participants also interacted with primary school students of the same village while mid-day meal was being served to the students. The international participants tasted the mid-day meal and appreciated the quality of the food.



*Visit to Katerri GP, Mysore*

In addition, the participants were also visited Visvesvaraya Industrial and Technical Museum Bangalore, Agriculture Science Museum Bangalore, Mysore Palace, Gopala Swami Temple River Kaveri, Mysore, Ramoji Film City Hyderabad, and Shilparamam- a place of handicrafts in Hyderabad. After the field visit, participants were asked to make presentation on the learning acquired during study visit.

The training programme concluded on 17<sup>th</sup> February, 2018. The valedictory session of the programme was addressed by Shri Dinkar Asthana, IAS, Additional Secretary (DPA-II) and Dr. Devyani Khobragade, IAS, Joint Secretary, ITEC, Ministry of External Affairs, Government of India, New Delhi. Dr. W. R. Reddy, IAS, Director General and Smt. Radhika Rastogi, IAS, Deputy Director General of NIRDPR, Hyderabad also attended the valedictory session. The programme ended with distribution of certificate to the participants in recognition of their successful completion of the programme.

The programme was coordinated by Dr. Lakhan Singh, Assistant Professor, Centre for Human Resource Development, Dr. T. Vijaya Kumar, Associate Professor & Head, Centre for Equity and Social Development, and Dr. P. SivaRam, Professor & Head, Centre for Human Resource Development, NIRDPR.

## Relaunch of training programmes at CGC -Vaishali



*Dr. W. R. Reddy, IAS, Director General, NIRDPR (3<sup>rd</sup> from left), Shri Ram Singh, CEO, CAPART (4<sup>th</sup> from left), Shri Jitendra Kumar, State Project Manager, JEEVIKA (5<sup>th</sup> from left), Shri U. K. Sharma, Director, VASFA (NGO) (6<sup>th</sup> from left), Dr. Ramesh Sakthivel, Associate Professor & Head, CIAT (2<sup>nd</sup> from left), Mr. Mohammad Khan, Senior Consultant, CIAT (1<sup>st</sup> from left) re-launching training programmes at CGC*

Established in 1984, Consultancy-Cum-Guidance Centre (CGC), Vaishali, Bihar, a unit of CAPART, New Delhi was one of the pioneer training centre catering to the livelihood skills and capacity building for the rural mass of northern Bihar. The vision of the centre was to facilitate the training of rural youths, and provide them livelihood opportunities and entrepreneurial promotion in different sectors to enhance the quality of life. CGC had its own reputation that many IAS trainees used to visit the centre and stay for village exposure. CGC had imparted training in different trades successfully till 2010-11 and promoted self-employment all over Bihar with a good success rate.

Dr. W. R. Reddy, IAS, Director General, NIRDPR accompanied by faculty visited the CGC in the year 2016 for feasibility study and learn the essence of this centre for rural development in every aspect related to the renovation and decided to revive the CGC and presented a report to resume training programmes as early as possible to re-establish its lost glory. A proposal was submitted to CAPART, New Delhi and based on the recommendation of NIRDPR, Shri Sanjiv Kumar, IAS, DG, CAPART visited CGC, Vaishali and decided

to renovate the CGC building with the assistance of NIRDPR.

On February 15, 2019, an MoU was signed between NIRDPR and CAPART in the presence of Dr. W. R. Reddy, IAS, DG, NIRDPR and Shri Sanjiv Kumar, IAS, DG, CAPART, at CAPART office in New Delhi.

It was agreed to commence the training within one month from the date of signing the MoU. Accepting the challenge, the NIRDPR team with the help of CGC staff started phase-1 work (renovation of the training centre and mobilisation of trainees simultaneously). The identification of potential trainees and mobilisation were done in coordination with VASFA (NGO) and JEEVIKA Bihar from districts namely, Vaishali and Muzaffarpur. Around 200 trainees were enrolled for training in three trades, i.e., Computer Applications, Tailoring & Garment Design and Solar Products Assembling.

The first batch was rolled out on 28<sup>th</sup> March, 2019, the day of formal re-launch of training programmes at CGC, Vaishali. Each batch consisted of 30 trainees. Master trainers were professional trainers from RSETI, Bihar and a solar trainer from RTP, NIRDPR.

In the presence of Dr. W. R. Reddy, Dr. Ramesh Sakthivel, Associate Professor & Head, CIAT, Shri Ram Singh, CEO, CAPART, Shri Jitendra Kumar, State Project Manager, JEEVIKA, Mr. Mohammad Khan, Senior Consultant, CIAT and Shri U. K. Sharma, Director, VASFA (NGO), RTP, NIRDPR relaunched three training programmes at CGC, Vaishali on March 28, 2019. On the occasion, the dignitaries also released the training manual. Sharing his views, DG, NIRDPR wanted CGC, Vaishali to be the model and nodal skill development and capacity building centre in north India.

To mark this occasion, saplings were planted by all the dignitaries. Bihar State government officials, trainees and local people were also invited to create awareness among the rural youth and spread information by word of mouth.

The valedictory ceremony of the training was held on April 13, 2019 in the presence of Shri Ram Singh, CEO, CAPART, Shri Santosh Kumar Sonu, District Project Manager, Jeevika, Bihar and Mr. Mohammad Khan, Senior Consultant, CIAT, NIRDPR.

## ToT on Internal Audit of Rural Development Programmes



*A training session of ToT on Internal Audit of Rural Development Programmes in progress*

The Centre for Social Audit (CSA) has organised a 21-day Training of Trainers 'Three weeks Certificate Course on Internal Audit of Rural Development Programmes' during 22<sup>nd</sup> April 2019 to 11<sup>th</sup> May 2019 at NIRDPR. A total of 15 participants representing SIRDs from five States (Assam, Gujarat, Odisha, Tamil Nadu and Telangana) completed the course.

The programme team comprised of Dr. Srinivas Sajja, Assistant Professor, Centre for Social Audit and Dr. C. Dheeraja, Professor, Centre for Social Audit.

The course had four modules namely,

1. Introduction to Internal Audit: Basic Concepts and Understanding the Methodologies of Conducting Risk-Based Internal Audit
2. Overview of Rural Development Programmes and Application of Internal Audit to RD Programmes
3. Understanding the Internal Audit Manual of MoRD and GRIP
4. Process of Internal Audit Engagement

From the above modules, 16 classroom sessions and two lab sessions were organised which were taken by NIRDPR in-house faculty members and subject matter experts.

**Methodology:** Keeping in view the broad and specific objectives of the programme, duration and expectations of the participants, the following training methodologies were used

- 1) Lectures and interactive sessions (PPTs)
- 2) Group work
- 3) Field visit

Class room sessions

**1. Module – I:** Introduction to Internal Audit: Basic Concepts & Understanding the Methodologies of Conducting Risk based Internal Audit

**Day 1: April 22, 2019**

- 1) Basic Concepts of Internal Audit: Definition, Role, Code of Ethics, etc., Introduction to Internal Auditing Standards/Guidelines, Control

Environment and Internal control Evaluation and Introduction to Risk management and Fraud risk awareness. All the afternoon sessions were delivered by, Mr. Nikhel Kochhar, Director, Institute of Internal Auditors (IIA).

**Day 2: April 23, 2019**

Shri Amarjeet Sinha, Secretary, MoRD made a presentation on the importance of internal audit in RD programmes and had a brief interaction with the participants of ToT via video conference.

- 2) Conduct of Risk based internal audits- Planning and Execution Process. This session was delivered by Mr. Nikhel Kochhar in the afternoon session.

- 3) Conducting of Risk based Internal audit engagement- Audit Tools and Technique, Exercise on using audit tools/ techniques and Exercise on using audit tools/ techniques were jointly delivered by Mr. Kallol Bhattacharya and Mr. T. Menon in the morning and afternoon sessions, respectively.

**2. Module – III** Overview of Rural Development Programmes and

application of Internal Audit to RD Programmes

### Day 3: April 24, 2019

4) Case Studies and Exercises- Report writing: This morning sessions were delivered by Mr. Kallol Bhattacharya.

5) Overview of Rural Development Programmes : Following session on day 3, Dr. S. V. Rangacharyulu, Professor & Head (Retd.), CWE, NIRDPR gave a lecture on 'Overview of Rural Development Programmes.'

6) General Overview of MGNREGA, Introduction to Internal Controls and Risk Evaluation MGNREGA, Risk/ Matrix Register of RD Schemes and evaluation of Internal Controls to mitigate identified risks- MRNREGA by Dr. Jyothis S., Prof. & Head, CWE.

**3. Module –II:** Understanding the Internal Audit Manual of MoRD and GRIP

### Day 4: April 25, 2019

7) Preparation of Risk Matrix/ Register and Risk Management for RD Programmes, Introduction to Internal Audit Manual of MoRD and Guidance for usage, Review of Previous IA Reports of MoRD by using Grameen Internal Audit Portal (GRIP) – Lab session: whole day sessions were taken by Shri Vijay Choudhary from MoRD.

### Day 5: April 26, 2019

8) General overview of PMAY-G, Introduction to Internal Controls and Risk evaluation PMAY-G and Risk Matrix / Risk Register of RD Schemes and evaluation of Internal Controls to mitigate identified risks – PMAY-G by Dr. Srinivas Sajja, Assistant Professor, CSA.

9) General overview of SAGY, Introduction to Internal Controls and Risk evaluation for SAGY & Risk Matrix/Risk Register of RD Schemes and evaluation of Internal Controls to mitigate identified risks - SAGY by Dr. Gynamudra, Prof. & Head, CGGPA



*Shri Sanjiv Kumar, Addl. Sec. & FA, MoRD handling a session*

### Day 6: April 27, 2019

10) General overview of NRLM, Introduction to Internal Controls and Risk evaluation for NRLM Risk Matrix, Risk Matrix / Risk Register of RD Schemes and evaluation of Internal Controls to mitigate identified risks - NRLM by Mr. Venkareshwa Rao, NRLM.

11) General overview of PMGSY, Introduction to Internal Controls and Risk evaluation for PMGSY Risk Matrix and Risk Register of RD Schemes and evaluation of Internal Controls to mitigate identified risks – PMGSY by Ms. G. Shashi Rekha.

### Day 8: April 29, 2019

12) General overview of NSAP, Introduction to Internal Controls and Risk evaluation for NSAP Risk Matrix, Risk Matrix / Risk Register of RD Schemes and evaluation of Internal Controls to mitigate identified risks - NSAP by Shri Karuna M., Senior Consultant, CSA.

13) General overview of DDU-GKY, Introduction to Internal Controls and Risk evaluation for DDU-GKY Risk Matrix and Risk Matrix / Risk Register of RD Schemes and evaluation of Internal Controls to mitigate identified risks – DDU-GKY by Mr. K. Padmanabha Rao, DDU-GKY

### Day 9: April 30, 2019

14) General overview of NRuM, Introduction to Internal Controls and Risk evaluation for NRuM and Risk Matrix / Risk

Register of RD Schemes and evaluation of Internal Controls to mitigate identified risks – NRuM by Dr. Srinivas Sajja, CSA.

15) General overview of PMKSY, Introduction to internal controls and risk evaluation for PMKSY and Risk Matrix/ Risk Register of RD Schemes and evaluation of Internal Controls to mitigate identified risks – PMKSY : by Dr. U. H. Kumar, Associate Pofessor, CFL.

### Day 10 : May 01, 2019

16) Post Audit Review Mechanism and Interaction with Audited Agency, Post Audit Review Mechanism and Interaction with Audited Agency – Case studies and Monitoring compliance of Internal Audit Observations by PVSV Kumar, CAG-RTI.

17) Case Studies on conducting the internal audit engagement in AP : Shri G. Srikanth, Director, APSSAAT.

**4. Module V-** Process of Internal audit engagement

**Day 11 to Day 18 :** Field Visit i.e., during May 02 to 09, 2019.

**Day 19 & 20 :** 10.05.2019 to 11.05.2019 , Group presentations and valedictory

On the last day of the programme ( 20<sup>th</sup> May, 2019), Additional Secretary and FA, MoRD Shri Sanjeev Kumar along with CCA, MoRD Shri Ajay Singh evaluated the field visit reports of the participants and gave away certificates of participation to the trainees.

## Participatory sanitation planning for decentralised solutions for habitat development



*Dr. N. C. Narayanan, faculty, IIT Bombay delivering a lecture on 'Participatory Sanitation Planning for Decentralised Solutions for Habitat Development' on April 1*

A workshop on 'participatory sanitation planning for decentralised solutions for habitat development' was held on 1<sup>st</sup> April, 2019, as a part of training programme on 'Climate Resilient Housing Technologies'. The training programme was organised by the Centre for Innovations and Appropriate Technologies (CIAT), National Institute of Rural Development and Panchayati Raj (NIRDPR), Hyderabad.

The session was handled by Dr. N. C. Narayanan, Faculty, IIT, Bombay.

Dr. N. C. Narayanan started the session by talking about India's sanitation crisis. He said in India's water is majorly used for three sectors, namely industries, irrigation and domestic purposes. Though it is the domestic sector that uses more water, it is the industries sector that pollutes it the more. Industries use only 10 per cent of the water, but pollute 90 per cent of it. And therefore, 80 per cent of water we use becomes wastewater.

To address this sanitation crisis of India, the speaker suggested for a probable solution, i.e., to have a sewage treatment plan in place. This plan must be an outcome of centralised technical

imagination. However, it is highly demanding on investment, land, energy, and management capacity.

The speaker spoke about the differences between conventional centralised system and the emerging decentralised system to address the issue of sanitation in India. Centralised system is a resource-intensive system as it requires more capital, energy and skill. Also, it has more to do with the convenience factor of flush and forget. In the conventional method, the water travels long distances, which eventually improves the public health of the cities.

In the emerging decentralised system, treatment of water must be prioritised close to its sources. Also, there must be different flows for different types of water – black water and grey water. This system must be based on local skills and materials, which makes it cost-effective. The decentralised system becomes a contextually adapted system as it is small scale and flexible. However, individual capacity building, local capacity building, local institutional capacity building, etc., are essential to make this system operational, opined the speaker.

Dr. N. C. Narayanan spoke about an initiative called Canalpy in Alappuzha in Kerala. Canalpy (CanAlappuzha) is an initiative taken by the citizens of Alappuzha to reclaim the canals of the town. With the tagline of "Canals are not drains," it strives to clean, sustain and inspire the people to take care of their surroundings and make a difference to society.

The Alappuzha town is squeezed between the Vembanad Lake and the Arabian Sea. The canals of Alappuzha functioned as one of the crucial infrastructures for the operation of the local economy. But unfortunately, the legacy of canals faded away with the introduction of road transportation. The residents of Alappuzha have decided to lead this movement, to revive the legacy.

Canalpy makes constant efforts towards awareness, sensitisation and mobilisation of citizens and local stakeholders. This needs continuous engagement and contribution of people from different walks of life at various levels. As part of this initiative, Dr. N. C. Narayanan, ran winter schools and summer schools in Alappuzha. In winter school in 2017, the students were given

training on how to map drains, how to identify discharge points, GIS systems, household survey to map water. In the summer school in 2018, some of the objectives were civil engineering survey of canals, socio-economic study for households, willingness to pay (WTP) study for households, to map water quality

of drinking water sources, and to conduct environmental study for commercial and industrial establishments.

Today, they have been able to create drainage network (of about 13 km) maps through smart tools aided community mapping. And also, a data repository of more than 85 variables pertaining to

water, sanitation, solid waste services and practices has been created.

Towards the end, the Canalpy campaign video was played, which focussed on continuous efforts of the Canalpy team, its residents and the outcome of the campaign.

## GPDP preparation: NIRDPR faculty visits Hajjipalle and Gantlavelli villages



*Dr. P. SivaRam, Professor and Head, CHRD (2<sup>nd</sup> from left), Dr. R. Ramesh, Associate Professor, CRI (1<sup>st</sup> from right) and Dr. Akanksha Shukla, Associate Professor and Head, CDC (3<sup>rd</sup> from left) with the Sapanch and members of the Gram Panchayat at Hajjipalle village*

**G**ram Panchayat Development Plan (GPDP) is a scheme introduced by the Ministry of Panchayati Raj. It is envisaged as an annual plan of each panchayat where the decision on expenditure of money is taken by the villagers.

As per the procedure, the State government communicates the resource envelope to all local bodies and every one will be informed about the fund it has under different schemes and the ways to plan it. Once a plan is formulated, the Gram Sabha passes it.

As per the Ministry of Panchayati Raj, "the XIVth Finance Commission award has created an enormous opportunity for responsive local governance at the cutting edge institutional level of the Gram Panchayats. The guidelines issued by Ministry of Finance for the release and utilisation of the local bodies grant stipulate that proper plans are to be prepared by the Gram Panchayats for

the basic services within the functions devolved to them as per State laws before incurring expenditure under the FFC award.

The Gram Panchayats are also constitutionally mandated for preparation of Gram Panchayat Development Plans (GPDP) for economic development and social justice utilising resources available with them. The Gram Panchayat Development Plan (GPDP) should be comprehensive and based on participatory process involving the community particularly Gram Sabha, and will be in convergence with schemes of all related Central Ministries / Line Departments related to 29 subjects listed in the Eleventh Schedule of the Constitution. The convergence assumes greater significance in view of the fact that Panchayats can play an important role for effective implementation of flagship schemes on subjects of National

Importance for transformation of rural India." (Source: <https://www.panchayat.gov.in/gpdp>)

In order to gain ground-level experience of GPDP preparation, a three-member NIRDPR faculty team comprising Dr. P. SivaRam, Professor and Head, CRI, Dr. R. Ramesh, Associate Professor, CRI and Dr. Akanksha Shukla, Associate Professor and Head, CDC, on 27th April, 2019, took a short trip to the villages of Hajjipalli and Gantlavelli in Farooqnagar mandal, Mahbubnagar district in Telangana, where new elected representatives of Panchayati Raj Institutions assumed the office this January.

This visit was also envisaged to refresh the endeavours of Dr. P. SivaRam and former NIRDPR faculty Dr. Y. Gangi Reddy, who had dedicatedly adopted the village and mobilised the villagers for more than a decade. The visit updated the faculty members on the current



*NIRDPR faculty with the staff of the Gram Panchayat*

requirements of the villagers, introduced them to the newly elected body as well as helped them to chalk out plans to upgrade their situation.

### Hajipalle Village

Hajipalle is a model village located in Farooqnagar mandal, Mahbubnagar district of Telangana State, India. It is one of 36 villages in Farooqnagar Block. Before becoming a Gram Panchayat, Hajipalle was hamlet in the Kishan Nagar village. The village is located 2.7 km to the west of Bangalore-Hyderabad National Highway and is easily accessible by road from Farooqnagar. The nearest railway station to the village is Shadnagar which is located 8.3 km away. Smt. E. Monika was elected as Grama Sarpanch in the recent election. She is an upright and a smart lady who holds a Senior Secondary certificate. They won the elections on the agenda which included:

1. 20,000 saplings to be planted by June 2019
2. CC Roads to be laid
3. Underground drainage treatment

This village has three overhead water

tanks with adequate Krishna river water supply under Mission Bhagiratha of the Telangana government.

On inspection of the village, the faculty found that the elected representatives need training on GPDP, for which 15-20 members volunteered to come to NIRDPR to attend a short session for them to understand GPDP. There are eight wards in the village and each ward has one CCTV camera, which is instrumental in ensuring elimination of open defecation in the village. There are 15 functional SHGs in the village. The villagers cultivate vegetables and practice horticulture by selling their goods in the nearby mandi.

The following table gives general idea about the population of the village:

### Gantlavelli Village

Gantlavelli village is located at 10.5 km away from Shadnagar. Smt. Yadamma was elected as Grama Sarpanch in the recent elections. Interestingly, out of eight elected members, the current Panchayat body has four ladies including Sarpanch. This makes it a suitable site for observing changes and development

<b>PARTICULAR</b>	<b>MALE</b>	<b>FEMALE</b>	<b>TOTAL</b>
Population	402	393	795
Literacy	341	382	723
BC	285	270	555
SC	117	123	240
ST	0	0	0

that may be done in the coming five- year duration of the current governing body.

Their agenda for elections included:

1. Construction of 200 houses for the homeless under PMAY
2. Cement concrete roads to be laid
3. Village has two overhead water tanks. In addition, they promised to construct one more overhead water tank
4. Pension to (i) old aged (ii) widows and (iii) physically challenged
5. Underground drainage treatment

HAL (Hindustan Aeronautics Limited) sponsored Rs.1 crore under its corporate social responsibility project to this village. Using that resource, the villagers constructed school building dining hall, veterinary hospital and a graveyard. Their main cultivation includes paddy, tomato, maize and vegetables which they sell in the market at Shamshabad. Further, 18 SHGs are functional in the village linking all their products to the market. The village has 12 CCTV cameras, helping in law and order maintenance.

All the faculty members had thorough discussion with the officials and found that they too need GPDP training for which they are also volunteered to visit NIRDPR shortly.

As the fallout of this visit, having taken the phone numbers of relevant officers, the faculty members wish to facilitate them in developing the GPDP for their village. It is also stated that if each faculty may adopt nearby villages, then organising trips for international candidates would be easy as well as exposure of these villages to the NIRDPR facility would help them improve their plans for development.

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## Training course for trainers of STARPARD, West Bengal at NIRDPR



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As per the request of STARPARD, Government of West Bengal, the Centre for Research, Training Coordination and Networking (CRTCN), NIRDPR organised a training course on 'Direct Trainers Skill and Designing of Training' for trainers of STARPARD, West Bengal at NIRDPR, Hyderabad from 25-29 March, 2019 under the ToT programme. The course design included theory and practical sessions on major aspects of training design and delivery, and also handholding of participants during the practical sessions. A total of 31 trainers of STARPARD participated in the course.

The main objectives of the training course were i) to describe the training process, principles of learning and role of a trainer ii) to plan and conduct a session using effective communication skills and techniques, iii) to use various participatory/experiential training methods, iv) to develop training designs and modules, v) and to practise application of methods in training and capacity building of panchayati raj functionaries. The key contents covered

during the programme were overview of training process, presentation skills, participatory training methods, process of designing a training programme or a training course, training needs assessment, evaluation of training and follow-up action plan.

Smt. Radhika Rastogi, IAS, Deputy Director General, NIRDPR inaugurated the ToT programme. In her inaugural address, she highlighted the importance of training methods and training skills. She also shared her experiences with the participants on how the effectiveness of training programmes can be enhanced by taking into account the background and experience of the participants.

During the course, the participants were not only trained on various processes of training design and implementation of training but also were trained on how to make use of participatory training methods such as group discussion, buzz method, panel discussion and symposium, case study, demonstration and de-briefing to make

their training more participatory in nature. Some of the basic but important concepts of training like identification of training needs, learning principles, pedagogy and andragogy, planning a session, communication skills, creating a learning environment and classroom dynamics and management were also dealt with.

All the trainees actively participated during the sessions and appreciated the learnings. Government of West Bengal has decided to send two more batches to NIRDPR for similar training.

Director General, Dr. W. R. Reddy, IAS interacted with the participants during the course and shared his observations with regard to importance of capacity building of elected representatives and functionaries of PRIs for ensuring sustainable rural development.

The programme was coordinated by Dr. Rajesh K. Sinha, Assistant Professor (CRTCN), Dr. Lakhan Singh, Assistant Professor (CHRD) and Dr. P. SivaRam, Professor & Head (CHRD) and team.

## NIRDPR EVENTS



*Inauguration of Electro Spark coating technology by Dr. Ketaki Bapat, Scientist F, Officer of the Principal Scientific Adviser to the Govt. of India, New Delhi in the presence of Mr. Sanjay Goel, IRTS, Joint Secretary, Ministry of Electronics & Information Technology, Gol, New Delhi, Dr. Madhu Bala, Director, DIBER, DRDO, Haldwani, Uttarakhand, Dr. W. R Reddy, IAS, Director General, NIRDPR; Smt Radhika Rastogi, IAS, Deputy Director General, NIRDPR, Dr. Ramesh Sakthivel, Associate Professor & Head, CIAT and Programme Director, and other participants*



*Technology display by Defence Institute of Bio-Energy Research (DIBER), Defence Research & Development Organisation (DRDO), Haldwani, Uttarakhand*



*Visit to Director General's Bungalow to learn about sustainable housing using appropriate technologies*

## OIGS

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