

National Colloquium of State Secretaries of Rural Development and Panchayati Raj and Heads of SIRD&PRs

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Proceedings



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1. Introduction

The National Colloquium of Secretaries of RD&PR and Heads of SIRD&PRs for the year 2017-18 was held at NIRD&PR, Hyderabad on January 12 and 13, 2018. It is organised annually to review and share the programmes and experiences, including best practices of the States, SIRD&PRs and NIRD&PR and plan for the ensuing year. The training and research activities are critical for the effective implementation of the various initiatives for rural development and panchayati raj. The focus of the deliberations is on need assessment for the training and capacity building of development functionaries, elected representatives of PRIs, CBOs and other stakeholders at different levels. Besides, the Colloquium is also aimed at identifying the research requirements of the development programmes so that the calendar of activities can be planned and fine-tuned accordingly. As part of these, the expectations of Programme Divisions of Ministries of Rural Development and Panchayati Raj, Government of India (GoI.) and States in the context of emerging development scenario are shared and priorities are identified. The occasion also serves for stocktaking of issues relating to institution building in terms of infrastructure development, faculty requirements, networking with extension training centres and other institutions, etc. These apart, the new initiatives for rural development and panchayati raj are also deliberated upon with a view to exploring the role of the training institutions in facilitating the same and way forward.

Keeping the above objectives in view, the Colloquium for the year 2018-19 was planned. In addition, the recommendations of Sumit Bose Committee on Performance Based Payments for Better Outcomes in Rural Development were also discussed. As part of need assessment, presentations by the senior officials of the Programme Divisions of Ministry of Rural Development (MoRD), Ministry of Panchayati Raj (MoPR) and Ministry of Drinking Water and Sanitation (MoDWS) were made. The attempt was to assess the expectations from NIRD&PR, SIRD&PRs and ETCs to facilitate effective management of their respective programmes in the context of ongoing scenario changes and priorities. The discussions on the recommendations of Sumit Bose Committee focused on their operationalisation with special reference to training and capacity building strategies.

The plenary presentations and discussions were followed by group discussions wherein the areas and themes for training and research for 2018-19 were deliberated upon. The best practices of the institutions were also shared. The outputs of group work were presented in the plenary and action points for way forward were identified. The Programme Schedule is given at Annexure-I.

2. Inaugural Session

The Colloquium was inaugurated by **Shri Amarjeet Sinha**, Secretary, Ministry of Rural Development, Government of India. **Shri Sumit Bose**, former Finance Secretary, Government of India and Chairman and **Shri J K Mohapatra**, former Secretary, Ministry of Rural Development, Government of India and Member of the Performance Based Payment Committee were



present as special invitees. The Joint Secretaries and senior officials of Programme Divisions of Central Ministries were also present. **Dr. W.R. Reddy**, Director General, NIRD&PR, presided over the function. The Secretaries and Senior Officers of State Rural Development and Panchayati Raj Departments of Andhra Pradesh, Assam, Arunachal Pradesh and Telangana, heads and faculty members of SIRD&PRs, faculty members, officers and State Link Officers (SLOs) of NIRD&PR attended the Colloquium. The list of participants is given at Annexure-II.

2.1 Aligning with the Strategy of the Government

Director General welcomed the Secretary, special invitees, officials of Ministries and the delegates from States and other participants. Highlighting the importance of the event in providing direction to the research and training perspective of SIRD&PRs and NIRD&PR for the ensuing year, Dr. Reddy observed that the training activities of the institutions should be productive and add value to programme implementation of

Ministries and line departments of the States. He noted that it is necessary to ensure that training and capacity building initiatives align with the perceptions and the approach of the Ministries of the Government of India. He recalled the observations made by the Secretary of Rural Development during their meetings that the training and research activities



should be aligned with the Ministry's priorities and thinking. The institutions have to strengthen the hands of Ministries both in terms of training, capacity building and research areas. He noted that it is a great occasion for all to pick the brains of the senior officers of the Ministries so that the institutions can come up with training and research calendar for 2018-19 accordingly. "Though research is taking place, it may not be currently relevant. There is a need to identify the areas where scientific research can be done quickly following appropriate designs and give inputs to the Ministries and States for improving execution of the programmes," Dr. Reddy opined.

Referring to the Sumit Bose Committee report, Dr. Reddy stated that the Colloquium would spend time on the recommendations and deliberate on operationalisation of the same. He informed the house on how deeply the Chairman and members of the Committee were engaged in the effort to strengthen the performance of the developmental initiatives at gram panchayat level. The important element of the recommendations is to bring focus on the panchayats around which all vertical programmes can be converged. He requested the participants to give feedback on the report. Stating that the report was accepted by the Ministry, Dr. Reddy further informed the participants about the decision of the Ministry to go ahead with implementation of the recommendations. He mentioned that after the Committee submitted its report, NIRD&PR had been tasked with the job to workout strategies to operationalise the recommendations. The effort is to develop competency of PRI functionaries and achieve saturation levels of capacity building. He hoped that the observations of Secretary, Special Invitees, Programme Divisions of Central Ministries and the feedback from the delegates would help training institutions move forward to

make a realistic training framework for effective outcomes from various flagship programmes of Government of India and initiatives of State Governments. He specially thanked the Secretary for agreeing to come over to NIRD&PR and associate with the deliberations of the Colloquium. He also thanked Shri Sumit Bose and Shri J.K.Mohapatra for their presence. He further welcomed the Joint Secretaries of Programme Divisions and senior officers of the MoRD, MoPR, MoDWS and delegates from the States.

2.2. Training and Capacity Building – Integral for Effective Delivery

Delivering the inaugural address, Shri Amarjeet Sinha, Secretary, Rural Development, Government of India, dwelt upon the status of ongoing programmes of the Government and also the new initiative – Mission Antyodaya. He referred to the achievements and impact that these programmes have made in improving the quality of life of rural poor and delineated the modalities and mechanism for way forward. He also touched upon the role of SIRD&PRs, NIRD&PR and other institutions in capacity building and research vis-à-vis the development initiatives.

At the outset, the Secretary thanked the Director General, NIRD&PR, for creating the opportunity to interact with the delegates of the Colloquium. He had all the praise for the contributions of training institutions but for which the programmes would not have been successful. In this regard, he referred to the key role of SIRD&PRs and ETCs in training of barefoot engineers evolving into frontline technicians and functionaries on Gram Panchayat Development Plan (GPDP). He hoped that the operation of SIRD&PRs would be vibrant following the decision of the Government of India to increase the faculty strength from the existing five members to seven.

Drawing attention of the house to the Sumit Bose Committee Report, he said that the Committee has examined issue regarding human resources in detail and the recommendations would go a long way in improving the quality of implementation of programmes. As a consequence of the recommendations and consultations that followed, Government of India has taken a policy call for next financial year that while appraising and approving State plans of various flagship programmes, it would be seen that sectoral plans are part of GPDP. In this context, he referred to the criticism that the activities taken up under different programmes are not recommended by

gram panchayats and assured that the same will not happen again. He indicated that the approach for rural development for 2018-19 would be to build on and improve or modify wherever required.

Reviewing the performance of on-going programmes, the Secretary placed the evidence available in the form of studies and literature so as to have a flavour of the realities. He dealt with the approach and features of Mission Antyodaya, the status and the way forward. The objective of the initiative is to transform 50,000 gram panchayats in 5,000 clusters through State-led, multi-sectoral and saturation-based approach to poverty reduction. States have already identified these gram panchayats on the basis of availability of social capital, efficient functioning of gram panchayats, achievement of Open Defecation Free (ODF) status, availability of resources, etc. In the identification of gram panchayats, clusters, assessment of gaps and ranking, the respective SIRD&PRs have also been associated. It is in this journey, the capacity building and role of SIRD&PRs assume importance. Programmes for capacity building should work in a manner so that the objective of transformational change in these 5,000 clusters is fully prepared for. The Secretary was thankful to NIRD&PR for having already put together some guidelines and capacity building to go forward.

The Secretary also touched upon the present context of rural development and agrarian distress, and the impact made by various initiatives. He noted that without initiatives such as the MGNREGA, the distress would have been severe for the poor and landless and those owning less than one hectare of land. The greater loss was for those who live by agrarian commodities. Those depending on wage employment though survived the worst phase of distress, the rate of increase in nominal and real wages declined. These issues have to be examined further. He also referred to Dr. Ramesh Chand's study which has brought out that rural economy is 50 per cent manufacturing and 33 per cent services. Further, the study highlighted that though capital intensive industries go to rural areas, the required skilled labour is not available. What came clearly was that for the transformation of rural economy, the manufacturing and service sector require well trained youth to take responsibility. It is against this background, the DDU-GKY professionals have to play a key role. The Secretary also referred to the growth witnessed in bank linkages under the NLRM, thanks to the trust shown by the

banks on SHGs and their federations. It is an opportunity to make use of this enterprise model to move further.

Referring to the vast range of ongoing interventions for rural development, the Secretary indicated that the objective is to achieve total coverage by March, 2019. In this context, he referred to housing, connectivity, water conservation, livelihood, etc. One crore houses are targeted by March 2019. Connectivity to every habitat, having a population of 500 and 200 in plain and hilly areas respectively as per 2011 census, is aimed at. While some States have done well in rural connectivity, the challenges are in the States of Assam, Jharkhand, some parts of Jammu & Kashmir, Odisha, Bihar and districts affected by Left Wing Extremism. The other challenge is urban clusters. Similarly, there are other programmes such as development of Rurban clusters. Referring to budgetary allocation for rural development programmes, he noted that while the budget was ₹ 50,000 crore in the year 2012-13, the same has increased to ₹ 1.09 lakh crore in the FY 2017-18. In addition, ₹ 9000 crore is available under the NABARD housing schemes. Altogether, the allocation per gram panchayat today is more than what it was in 2012-13. Adding Fourteenth Finance Commission (FFC) grants and additional contribution by States, altogether the allocation per gram panchayat today is three times more than what it was in 2012-13. In all, ₹ 1.5 lakh crore per year is available at gram panchayat level for the entire country. Clearly with so much to spend, outcome focus and some clear deliverables in the form of islands of success in fairly large number need to be there as confirmation to what is done is worth and in the right direction. He highlighted the need for measurable indicators and thanks to Socio Economic and Caste Census (SECC) that status and gaps in geographies and at household level are known. Bringing rapid transformation is a challenge. Gram panchayat rankings on parameters of physical infrastructure, economic activities and human development already done in 50,000 gram panchayats, will indicate the status and gaps in geographies and SECC provides status of households and gaps. For geographies, all departments have to work together and put in more resources available under different sectoral schemes to the gram panchayats in the identified 5,000 clusters. The SECC data indicate that 8.85 crore households are facing deprivation. The challenge is to reduce the deprivation in next two-three years through wage employment and skill development

interventions. There are 68 lakh women-headed households and 7 lakh households led by disabled members and there are landless households. The survey also highlighted the fact that 4 crore households have no literates who are above 25 years confirming unsatisfactory performance on primary education front. Targeted interventions for these vulnerable groups are required in these clusters. These facts underscore the importance of the role of SIRD&PRs, RSETIs and DDU-GKY in capacity building and skill development.

Shri Amarjeet Sinha also shared the evidences available on flagship programmes. As to livelihood initiatives under DAY-NRLM, there has been a gut feeling on what the impact is, but the same was quantified through a study by Institute for Rural Management, Anand (IRMA). It was found that there has been 22 per cent increase in the areas covered under the Mission in comparison with the non-mission areas. Per village number of enterprises has gone up significantly. Further, the analysis indicated that social capital becomes the basis of economic activities and the pathway to achieve the results. The bank lending to SHGs and their federations has gone up significantly. The trend which used to be observed in southern States is now seen in other States too. The study also brought out that development of social capital and bank linkage had a bearing on secondary education of girls. All programmes should have interface with SHGs. The capacity building programmes of SIRD&PRs should cover the role of SHGs and interface with them be part of the training methodology. As far as MGNREGA is concerned, a study conducted by Dr. Manoj Panda (IEG) has brought out that there is 11 per cent increase in household income, increase in groundwater level, fodder availability and productivity as a result of water conservation activities particularly in tribal areas. We want to build on this further. Some of the identified 5,000 clusters are agricultural clusters. The development of sector-specific clusters under *Mahila Kisan Shasaktikaran* have led to increased use of bio-fertilisers and bio-pesticides. We should take up these clusters, provide them market and value chain processing facilities. There is a need for providing marketing in the form of village haats.

Referring to a study on housing programmes wherein mason training taken up by SIRD&PRs of Chhattisgarh and Jharkhand yielded good results, the Secretary said other institutions may take up programmes on these lines. In this context, he laid emphasis on skill development of youth for self-employment and placement-based

wage employment. He shared that 6.00 lakh youth have registered themselves in Kaushal Panji maintained at gram panchayat level. The enterprise CRPs are promoting startup village entrepreneurship programmes in collaboration with the Entrepreneurship Development Institute (EDI). Same has also proved effective under Kudumbasree programme in Kerala. He called upon SIRD&PRs to take up capacity building of CRPs on the above lines. He also referred to other initiatives such as centres run by SHGs for providing paid services to farmers and also interest-free loans for community-owned transport facilities in PMGSY connected villages. Technology transfer would not have been possible but for trainings of functionaries by SIRD&PRs. Performance-based incentive and direct benefit transfer have helped implementation of housing scheme. With trainings imparted by NIRD&PR, three lakh frontline functionaries are able to do digital payment and geo-tagging of assets. In PMGSY, all rural roads will be geo-tagged by March 2018. Solid waste management is another area which the SIRD&PRs can take up as part of capacity building programmes.

Referring to the experiences of Tamil Nadu, he proposed that other States can initiate such activities. The MGNREGA guidelines are being revised to include solid resource management for this year. SIRD&PRs are required to provide handholding to panchayats. Solid and liquid waste management is a priority under the MGNREGA this year. The Secretary also emphasised on the development of backward districts. In all, there are 8,600 clusters in these districts wherein NRLM activities need to be initiated on priority basis. SIRD&PRs should focus on the capacity building of the functionaries of these districts. The development of urban clusters was also highlighted in the course of address. The clusters have been identified and were put up in the public domain. Partners were identified from public sector and industry associations seeking professionals, especially to speed up the economic activities in the clusters. The Ministry is also looking for partners in other clusters for providing technical support as relevant to the activities having potential to meet the requirements of backward districts and to facilitate cluster development. The Prime Minister Rural Development Fellow (PMRDF) is being revised so that the professionals are posted to work in the backward district for a period of not less than three years. The Secretary also referred to the additional features of Diksha portal in order to help trace the performance of the programmes right from gram panchayat level. The aim is to see that all programmes

are put in public domain in one go by October 2018 so that it will help to have accountability of everyone in the system. In conclusion, the Secretary observed that given the directions of the programme as mentioned above, there is a need for more efforts in capacity building. He called upon the delegates of SIRD&PRs to feel free to think through what is set out to be done and articulate the requirements as the Ministry is determined to strengthen the institutions. The training institutions may specifically indicate the kind of strengthening and handholding they are looking for. He further reiterated the commitment of the Ministry to carry out the initiatives in partnership with NIRD&PR and SIRD&PRs.

2.3 Release of Training Manuals and Tool Kits

On the occasion of the Colloquium, manuals on Certificate Course on Internal Audit, PRI-CBO Convergence Tool Kit and Facilitators Manual for Community Professionals for Convergence were released by the Secretary. Before the release of the materials, Ms. Chanda Pandit, FA, NIRD&PR, briefed on the Certificate Course on Internal Audit. Referring to the huge outlays for rural development programme as outlined in the Secretary's presentation, Ms. Pandit highlighted the importance of internal audit. She observed that scope is no longer on compliance and regulatory aspects but efficiency and internal controls in the implementation of scheme. Keeping this in view, the NIRD&PR, in collaboration with Institute of Internal Auditors (IIA), developed the materials in the form of two volumes on concepts, process, roles, guidelines, risks and audit checklist. While releasing the materials, the Secretary thanked Shri Parameshwaran, former Chief Secretary of Madhya Pradesh who has developed the manual. He suggested that a cadre of 5,000 internal auditors drawn from retired audit and



accounts personnel be developed and certified to facilitate capacity building programmes on the subject and proposed that these programmes be organised by SIRD&PRs.

Shri Hari Kishore, CEO of Kudumbasree programme of Government of Kerala, gave an outline of the Toolkit and Facilitator Manual and how the materials will be handy to the development professionals in facilitating convergence in rural development programmes. Shri Bose and Shri Mohapatra released them.

2.4 Interactive Session

In the interactive session that followed, Director General, NIRD&PR requested the delegates to share their quick impressions on the issues relating to capacity building and training on RD&PR. Shri Jawahar Reddy, Secretary (RD) and Shri Ramanjaneyulu, Commissioner, Government of Andhra Pradesh shared the initiatives under taken by the State Government to develop parameters for identification of gaps in gram panchayats and hoped that suggestions put forth by the Secretary will help strengthen the SIRD&PRs and capacity building efforts. Shri Vikas Raj, Secretary, Government of Telangana shared the State government's proposal to train elected representatives of PRIs before they take the office and requested the MoRD and NIRD&PR to provide the support to the State in these efforts. Shri Mohammed Zakir, Director, SIRD&PR, Assam requested the Secretary to take a relook at the revised guidelines of the Central Sector Schemes for strengthening of SIRD&PRs and Extension Training Centres (ETCs). Shri Attar Singh, Director, HIRD, Haryana shared the initiative of the State Government in organising a certificate programme for rural youth and capacity building programmes for elected representatives. Shri Manivasagan. S, Director, Chhattisgarh underscored the need for developing tools for



monitoring the programmes as the district officers, particularly District Collectors, have time constraints to make personal visits to the project areas. Shri Arun Prakash Sharma, SIRD, Rajasthan, shared the capacity building programmes for Panchayati Raj functionaries in the State and requested that funding support be provided to ETCs on a regular basis. The DG, NIRD&PR, in his observations proposed that the issues and suggestions be put forth in the group discussions scheduled as part of the programme.

3. Training and Capacity Building Strategy for Operationalisation of Sumit Bose Committee Recommendations

As mentioned earlier, the operationalisation of Sumit Bose Committee recommendations formed one of the items of the Agenda of the Colloquium. With a view to facilitating the discussion on the subject, Shri Sumit Bose and Shri Mohapatra were specially invited. Before their observations, Director General and Prof. Jyothis of NIRD&PR made a presentation on the work that was initiated as part of operationalisation of the recommendations. Dr. Reddy indicated the processes undertaken to carry forward the recommendations. Based on multiple rounds of discussions in the advisory group constituted for the purpose, it was felt that it would be useful to go in for rapid assessment of selected gram panchayats in order to develop training and capacity building strategy. The SLOs of NIRD&PR, in collaboration with SIRD&PRs and State officials, have carried out quick study of three panchayats in each State focusing on three aspects namely, processes in preparation of budget, status of quality of GPDP and the process followed in preparation of GPDP. It was felt that these three are foundation stones for identification of training needs and to work out strategy. Before dealing with the strategy and modalities for operationalisation, Prof. Jyothis, in his presentation, shared the outcomes of the rapid study. Some of the findings and key messages for way forward are as follows.

Findings

- 30 per cent reported that no situation analysis was done for GPDP
- 32 per cent said no co-operation from line departments
- 24 per cent reported no prioritisation under GPDP
- 36 per cent depend on block level technical staff for financial and technical appraisal of the GPDP

- 51 per cent reported they have not received any training
- 20 per cent Panchayats not prepared shelf of projects
- 27 per cent have not done any baseline survey in GP
- Role and rule clarity vis-à-vis Panchayat administration, Participatory Planning and GPDP, Financial Management, e-governance, office management as major priorities for training
- Safe drinking water, clean panchayats, poverty-free panchayat, complaint-free street lighting, green panchayat as major priorities for panchayats

Key Messages

- Integration of GPDP and Labour Budget is important to achieve convergence of the MGNREGA with GPDP for effective outcomes in terms of livelihood security, asset creation and governance
- Capacity building for functionaries with respect to administrative rules, planning, financial management and e-governance has to be treated on priority basis
- Classroom teaching and online certificate courses are acceptable
- There is a demand for field-based learning, we may think of learning labs
- Training for line department officials and other stakeholders are equally important

Continuing the presentation on the operationalisation, Dr. Reddy summarised the recommendations of the Committee and elaborated on the various strategies. These include time and work study for human resource requirements for panchayats, GIS enablement for supporting panchayats, panchayats statistics, capacity building framework, mapping competencies, skill gap analysis, clients groups for capacity building, menu of learning and creation of learning lab. As to the study of scientific assessment of human resources required at gram panchayat level, Dr.Reddy informed that NIRD&PR has launched pan-India study with partner institutions. The objectives of the study include mapping of the functions and responsibility of gram panchayats, processes and time taken for each of the functions, qualifications, mode of recruitment, probable career path and additional costs required and possibility of meeting these

costs innovatively. It is hoped that the assessment will help to approach the Fifteenth Finance Commission, constituted recently, for augmenting funding and HR strengthening. Referring to the technology support to Panchayati Raj functionaries, he observed that GIS and ICT tools can be used to provide data which will be helpful for decision making and effective functioning. He referred to the initiative taken by the NIRD&PR for enabling decision support systems for Natural Resource Management (NRM), infrastructure creation and monitoring of progress under the Mission Antyodaya clusters. In this regard, he also referred to the study by the Institute on the use of GIS in a cluster in Nellore district of Andhra Pradesh, which was found useful for watershed development.

Another strategy is related to panchayat statistics. He observed that despite so much importance given to panchayat-based development, there is lack of reliable database. He informed the house about NIRD&PR project for preparing framework for PR Statistics, the first edition of which will come out by end of August 2018. He also presented the competency gap analysis taken up by NIRD&PR across the country in collaboration with SIRD&PRs. Based on this, a model job profile and competency framework for important functionaries will be developed. He highlighted the clientele for capacity building which is to the tune of 13.7 million. It is a challenge to NIRD&PR and SIRD&PRs to develop capacity building programmes in the form of modules, e-learning, digital learning and distance mode. In this context, he also underscored the need for experience and evidence-based learning methods in the form of creating learning labs in one of the clusters of panchayats in each district. It will function as action lab on activities such as GPDP, district plan preparation, etc.

Shri Sumit Bose, Chairman of the Committee, in his observations highlighted the salient features of the report, the rationale and the way forward for operationalisation of the recommendations. He referred to the benefit of experiences of the members of the Committee and interactions with the States in carrying out the exercise. Keeping in view the importance of the rural development programmes, he noted that the recommendations were not limited to the terms of reference. Shri Bose emphasised that the whole effort is to strengthen the panchayats and their capacity building given the activities and the intended outcomes of development programmes. The focus

must be on equipping the panchayats to do the core functions viz. civic services delivery, welfare and local development which are also mandated by the 14th Finance Commission. He noted that unless these are improved, other functions will not be effective. He would like the house to look at chapters 1 & 2 of the Report to help appreciate the recommendations of the Committee. The Committee has recommended to put together structures to operationalise the 11th and 12th Schedules mentioned in 73rd and 74th Amendments respectively by States so as to ensure due role to the local bodies. Further, it is an evolving process and pending GST which is a new structure, effort should be on how to move ahead.

Touching upon the HR requirements of panchayats, Shri Bose stated that essentially there must be functionaries for handling various activities envisaged for the institutions. Besides panchayat secretary, there is a need for technical support and accounts for every panchayat. However, he noted that the Committee is not for one set of recommendations as pattern varies across the States and the same have to be seen in the context of each State. He referred to the recommendations related to the finances wherein the Committee has made an attempt to exactly measure of how much required or not required. Again, given variations of the States and to deal with finance departments, it was ensured that no additional burden is imposed either to Centre or States keeping in view (i) management costs provided under CSS, (ii) existing provisions towards administration costs under Schemes are not fully utilised – MGNREGA (₹ 520 crore), PMAY –G (₹ 637 crore), DAY-NRLM- (₹ 111 crore), NRDWP (₹ 115 crore). He was of the view that in case of shortage, MoRD, MoPR and MoDWS would jointly ensure that the funds earmarked for administrative costs are untied from the schemes and freedom given to the States to spend them to HR-related costs. In case of shortage of funds to operationalise the recommendations, support to incentivise the States to strengthen for a period five years could be included in the revised RGSA. He also referred to recommendations related to the technical support in the form of strengthening engineering staff at Block/Intermediate level which would require ₹ 1000 crore annually for a period of five years. Shri Bose also highlighted the need to tap the human resources available in the form of Self-Help Group networks and CRPs for performing the special

functions of panchayats. It was indicated that the Committee proposed to Ministry and States and to approach FFC saying that all Schemes have provisions for human resources.

Shri Mohapatra in his observations noted that the Committee was not clear for some time as to how to go about the task in the context of diversity of panchayats across the States in terms of resources, political commitments, etc. He observed that there is a growing tendency in some States to create small panchayats. However, it is important to keep in view the economy of scale and the scope of services while deciding the size of panchayats. Coming to the functionaries, Shri Mohapatra held the view that there are again variations across the States in that. While there are 25 functionaries per gram panchayat in Kerala, it ranges between 2 to 3 in some other States. On the other hand, there are States where no Gram Panchayat Secretary is available. He observed that the Committee recommended key segments for important functionaries at gram panchayat level, which would be workable and tried for financeable solutions to sell to finance departments of the States. He was also of the view that the existing technical backup leaves much to be desired and the need for converting the post of Gram Rojgar Sahayak as barefoot technician and building their skills for new role. In this context, he referred to automation of process in rural development schemes as done in Kerala, which requires massive skilling programmes.

Touching upon monitoring of scheme, Shri Mohapatra referred to the software developed for PMAY which was also found useful in other schemes as well. He underscored the need for quality monitoring of assets by way of setting quality monitoring cells at State and district levels. Given the tasks and processes to be carried out by PRIs, capacity building requirements of panchayat secretary and elected representatives, he envisaged a key role for NIRD&PR and SIRD&PRs. In view of the magnitude of the task there is a need for strong collaboration between NIRD&PR and SIRD&PR. He referred to the recommendations of the Committee in the form of online courses and use of beacon panchayats as field labs. In conclusion, he observed that while in many a case Committees' task ended with submission of reports, he was happy to see some follow-up movement in respect of the one under discussion. In the interactive session that followed, the experiences and issues in human resource

management and development were flagged. The following were the observations:

- With more resources devolved to gram panchayats, there is a need for strengthening capacity building initiatives and in this context, the recommendations will go a long way in strengthening the institutions.
- The State officials need to have opportunities to associate with NIRD&PR to get to know the experiences of other States.
- Incentives need to be provided to the States to put the recommendations to practice.
- By pooling administrative cost available under various schemes, salaries of contractual employees can be met as in Assam.
- International exposure / exposure visits to the faculties of SIRD&PR as part of the Faculty Development Programmes.
- Further strengthening of support provided by MoRD and MoPR to SIRD&PRs and ETCs.
- Making funds available under different schemes to gram panchayats.
- Tendency of some States to allot facilities of SIRD&PRs and ETCs for purposes other than training.
- Delay in decision by some States on location of new ETCs leading to non-utilisation of funding support extended by Government of India.

The Secretary, Rural Development, in his observations on the issue related to optimum utilisation of infrastructure noted that if SIRD&PRs have to do what was laid out under different schemes in the presentations today, the physical and human resources requirements be flagged as part of the proposal submitted for funding support from Government of India. He was happy to note that with financial support from the Central Ministries, SIRD&PRs and ETCs in quite a few States have infrastructure facilities as good as any other institutions. But these infrastructure are not fully utilised. He requested the delegates to prepare detailed plan on how to use resources fully so

that it gets reflected in appraisal process. In this regard, Shri Sinha referred to the decision taken in the last Departmental Screening Committee (DSC) meeting that whatever funds provided to SIRD&PRs and ETCs will be based on the recommendations of NIRD&PR and the Ministry would like relationship between SIRD&PRs and NIRD&PR conjunctively making use of funds for capacity building based on requirements. He assured that the Ministry will make the funds available for meeting the requirements of the core faculty and staff of the institutions. He also indicated that the capacity building funds available under the Schemes of the Ministry are made available to NIRD&PR with a built-in component to SIRD&PRs and ETCs which will help solve financial constraints. The Director General, NIRD&PR, in his observations also highlighted the underutilisation of the infrastructure of the institutions. As to the issue relating to the location of ETCs in Arunachal Pradesh, Dr. Reddy noted that NIRD&PR would help the States for making scientific analysis on the same to have a final view.

4. Training Needs of Flagship Programmes and Expectations from NIRD&PR and SIRD&PRs

As indicated earlier, one of the objectives of the Colloquium is to help the training institutions to have the needs emerging under different developmental initiatives so that the training calendars for 2018-19 could be planned accordingly. The effort is to fine-tune the training activities to the requirements of the developmental functionaries, elected representatives and other stakeholders. As part of this process, the senior officials of the programme divisions of Central Ministries have been requested to share their reflections on the status of the ongoing initiatives and training and capacity building needs. Accordingly, presentations were made indicating an overview of the salient features of the programmes, extent of achievement of results, challenges and the requirements for enhancing the competencies of the functionaries at various levels. Based on the review of the programmes, expectations on the training institutions in terms of areas/themes for capacity building, target groups coverage as part of the training programmes, etc., were indicated. Programme-wise presentations and training and capacity building needs are as follows:

4.1 Swachh Bharat Mission (SBM)

Shri Arun Baroka, Joint Secretary, Swachh Bharat Mission (Gramin), MoDWS, in his presentation highlighted important features, main components of strategy and financial progress during last three years and current year. He also covered the provisions under the mission and recent initiatives, fund flow mechanisms and some crucial insights. He has indicated the capacity building requirements for the programme as given below:

Key Objectives of Capacity Building Intervention:

- Support to State Missions for structured capacity building and training on thematic areas
- Ensuring technical capacity to deliver a collective behavioural change programme
- Improved integration of SBM components and related capacity building at National, State and District levels to achieve impacts at scale
- Tailor-made technical support through Knowledge Resource Centres (KRCs) to address challenges that arise during programme implementation.
- NIRD&PR and SIRD&PRs will be provided with different modules developed by the Division
- Detailed framework for capacity building for cutting edge functionaries
- SIRD&PRs are declared as KRCs to facilitate capacity building programmes

Key Constituencies and Focus Areas:

Multiple Tiers

Senior Management (Chief Secretaries/Principal Secretaries/Mission Director)

State-level functionaries/Mission Staff (State Coordinator, State Consultants, DPC, MIS, Preraks (numbers to be decided by States)

Focus Areas

SBM priorities

SBM priorities;
Behaviour Change
Communication
(BCC)

District administration (District Magistrates/ CDOs/DDC/ADM)	SBM priorities; BCC
District Mission Staff (District Coordinator, District Consultants, Development partners, DPO)	SBM priorities
Block-level functionaries/ Mission Staff (BDO/BEO/MO/ CDPO)	CAS approach; Safe toilet technologies
PRI members/Swachchagrahi/Community Worker/ Volunteer/Masons	CAS approach; Safe toilet technologies

Approach

- Capability building, which is central to improved performance, requires a systematic multi-pronged approach.
- The Ministry augments capacities of stakeholders at multiple levels through:
 - On the job training for functionaries at National, State, District and Block levels
 - Capacity development programmes organised in coordination with States and districts
 - Connecting staff members to the national/State best practices, professionals and communities.
 - Sensitisation of staff/officials of other line departments, ministries leading to resultant convergence.

What can the Mission Offer?

- Comprehensive training modules on Behaviour Change Communication (BCC) and other technical aspects

- Channelising demand from States for block-level training, trainings to Swachhagrahis and skilled masons.
- Linking in SIRD&PRs, KRCs and State Missions for delivery of cascade trainings
- Handholding support to SIRD&PRs, including marketing skills and manpower strengthening for SBM training cells
- IEC/training material development to meet diverse training needs, especially for toilet technologies.
- SIRD&PRs are Deemed Key Resource Centres (KRCs)

4.2 Housing for All

Shri Prasant Kumar, Joint Secretary (Rural Housing), MoRD, shared the highlights, unique initiatives and other features of Pradhan Mantri Awaas Yojana - Gramin (PMAY-G). In the light of these, he indicated the expectations from NIRD&PR and SIRD&PRs, which included not only capacity building programmes for various stakeholders but also the technical support required from the training institutions in preparation of guidelines and promoting State-specific State house design typologies. Further, he covered the objectives, certification and other processes relating to rural mason training to be facilitated by NIRD&PR and SIRD&PRs as indicated below:



- Taking up capacity building programmes for the stakeholders of PMAY-G
- Preparation of guidelines and capacity building on Social Audit
- Promoting State-specific house design typologies
- Rural mason training
- NIRD&PR - capacity building programmes for the stakeholders
- Framework for implementation of PMAY-G, Book Keeping, Accountancy
- IT related – AwaasSoft, AwaasApp
- Converting training material developed into a training package for different set of stakeholders -
 - Session plans
 - Training hours
- Development of training calendar as per the priority of States or districts and number of stakeholders to be trained, as provided by the MoRD.
- Preparation of a cascading model for training of States, districts, blocks and gram panchayats for saturation of all stakeholders
- NIRD&PR - Preparation of guidelines and capacity building on Social Audit
- Support for development of guidelines for Social Audit in PMAY-G
- Field testing of draft guidelines for Social Audit
- Converting guidelines on Social Audit for PMAY-G into a training package
- Capacity building of Social Audit Units (SAUs) on PMAY-G Social Audit
- NIRD&PR - Promoting State-specific house design typologies
- Construction of demo houses as per housing design typologies at NIRD&PR campus
- Taking up construction of demo houses as per State-specific house design typologies in SIRDs
- Collaboration with States for taking up construction of PMAY-G houses as per identified typologies

- Rural mason training – Objective: to construct quality houses under PMAY-G
- Certification of existing masons in the rural area through RPL
- Develop a pool of skilled masons in rural areas
- Create better livelihood opportunities for rural masons
- NIRD&PR to be an assessment and certification body for rural mason training

4.3 Livelihood Mission

Shri Atal Dulloo, Joint Secretary (Rural Livelihoods), MoRD, in his presentation gave an overview of Deen Dayal Antyodaya Yojana - National Rural Livelihoods Mission (DAY-NRLM), objectives and scope and institutional/capacity building and financial inclusion, year-wise trends of SHG-bank linkages, diversified and sustainable livelihoods for the poor, social development and convergence. He also indicated the achievements of DAY-NRLM NIRD&PR/SIRD&PRs and way forward. As part of the presentation, the expectation and support required from NIRD&PR and SIRD&PRs were enlisted. These include

- Expansion of the current cohort of National Resource Persons (NRPs)– Rope in professionals with requisite expertise and experience to provide TA to the State Missions in planning and execution of mission activities
- Promoting awareness on DAY-NRLM activities among the various stakeholders for successful implementation of convergence-led activities
- Development of training manuals and modules on various facets of:
 - Financial Inclusion - Financial Literacy, Insurance, “less cash” panchayats
 - Livelihoods – Value Chain, Organic Agriculture, Livestock, *Pashu Sakhi* *Krishi Sakhi*, etc.
- Training SIRD&PR faculty on various thematic areas of the mission
- Offering certificate courses on thematic areas/modules developed under DAY-NRLM
 - The certificate courses should be aligned with the requirements of the National/State Rural Livelihoods Missions



- Developing institutional linkages with research, academic, development and training institutions for providing higher order skills to the State Missions
- Monitoring programme implementation in various States
- Development of Community Trainers Academy to support SRLMs in developing good quality community professionals/CRPs - To be developed in consultation with the respective State Missions
- Creation of a large resource pool (State, district and block level) to cater to the training needs of SRLMs - SRLM-promoted community master trainers may be included in SIRD&PR trainers pool
- Revision/adoption of the resource fee norms in line with NIRD&PR norms
- SIRD&PRs may also:
 - Arrange for hiring the services of permanent faculties/on call faculties/experts
 - Hire domain experts for providing necessary support in field survey and report submission
 - Align with RUDSETI to utilise infrastructure available at district level.

- Conduct training of government functionaries, PRI representatives and other stakeholders on NRLM activities

4.4 Strengthening of SIRD&PRs and ETCs

Shri P. K. Sarangi, Joint Secretary (Training), MoRD presented the main points of the revised guidelines 2017 of the Central Scheme of MoRD on Strengthening of SIRD&PRs and ETCs. He highlighted the new features vis-a-vis the old ones. He indicated that under recurring grants item-wise cost ceiling has been included. Besides, proforma for claiming instalments of funds and utilisation certificate as per the General Financial Rules (GFR) 2017, the terms relating to claiming reimbursement, laps of funds, etc., have been covered. As to non-recurring grants, he indicated that a master plan has to be submitted. The details are as follows.

Recurring:

Core faculty members:

- With effect from 01.04.2017, number of core faculty members has been increased from five to seven for which 100 per cent financial support is provided by the Government of India.
- All the SIRD&PRs should take necessary steps to fill up the vacancies within a period of three years from the date of issue of revised guidelines.
- All State Governments should assist the SIRD&PRs in the process of filling up of vacancies with respect to core faculty.
- After 01.04.2020, no financial support will be provided for contractual core faculty members hired by SIRD&PRs.

Item-wise cost ceiling:

- For the first time, Government of India has introduced item-wise cost ceiling in the revised guidelines. The SIRD&PRs should claim their amount as per the cost ceiling.
- In the cost ceiling, except fixed amount per annum, viz. travel expenditure, books and journal, water and electricity charges and salary to non-core faculty members, the cost will be shared between the Centre and State on 50:50 ratio in respect of

non-NE States and 80:20 in respect of NE States, including three Himalayan States, namely Himachal Pradesh, Jammu & Kashmir and Uttarakhand.

Prescribed Proforma:

- In the revised guidelines, proforma has been prescribed for claiming first and second instalments of funds and utilisation certificate as per GFR 2017.
- For audited statement of accounts, proforma has also been prescribed such as receipt and payment statements, income and expenditure statements, balance sheet, etc.
- All SIRD&PRs are requested to submit their claim in the prescribed proforma only.

No claim for reimbursement:

- With effect from 01.04.2017, no reimbursement proposal/request will be entertained.
- However, the claim of SIRD&PRs will be reimbursed up to the financial year 2016-17.

Lapse of funds:

- The fund of SIRD&PRs will be lapsed if they cannot be claimed in the same financial year.
- The claim will also be lapsed if their proposal is found unfit as per revised guidelines.

Funds linked with Training Performance:

- Release of funds has been linked with training performances.
- All SIRD&PRs are requested to impart more number of training programmes related to Rural Development and Panchayati Raj.

Non Recurring:

Site inspection:

- Proposals submitted by SIRD&PRs will be physically inspected by technical team of NIRD&PR and a representative from the ministry.

Master Plan:

- For claiming non-recurring grants, all SIRD&PRs are requested to submit their master plan for the next 25 years duly approved by the concerned State Government.

Work agreement and Time schedule:

- After issue of minutes of DSC, the concerned SIRD&PRs should submit work agreement with executing agency along with time schedule for completion of work.
- The work agreement and time schedule should be submitted within a period of three months, otherwise the funds will be lapsed.

4.5 Solid and Liquid Resource Management

Smt. V.Radha, Joint Secretary (Drinking Water and Sanitation), MoDWS presented an overview of the status, priorities and way forward. She has highlighted on the need to integrate and converge sanitation aspects to other flagship programmes and inclusion of the various components of Solid Waste Management (SWM) into training and capacity building programmes to be organised by NIRD&PR, SIRD&PRs and ETCs. She emphasised on SWM as component of capacity building of barefoot technicians. The themes and areas for training are as follows:

- Establishment of Key Resource Centres at SIRD&PRs
- SIRD&PRs have to take sanitation as priority
- ODF Sustainability
- Behavioural aspects and Change Management
- Development of framework for Solid Waste Management for rural areas
- Development of legal framework under Panchayat Acts on Sanitation
- Solid and Waste Management as resource
- SWM as component in GPDP
- Employability, entrepreneurship and business opportunities in SWM
- SWM as a component in the capacity building programmes of BFTs

- Simple technologies and tools and their use for SWM
- Performance-linked incentives
- SIRD&PRs to have demo parks on SWM
- Broadcasting approach in training and capacity building
- SWM as part of beacon panchayats

4.6 Saansad Adarsh Gram Yojana (SAGY)

Shri Atul Kumar Tiwari, Joint Secretary (Saansad Adarsh Gram Yojana & Policy Planning, Monitoring), MoRD shared with the house the salient features, processes and the achievements under the scheme. He also indicated the convergence approach under SAGY which receives further articulation under Mission Antyodaya. The presentation also indicated the expectations from the States in relation to the various components of the scheme as given below:

- Coordinate with MPs to identify the targeted number of gram panchayats under SAGY
- Maximising benefits for the GPs, the schemes by the State Government are to be converged in addition to the Central schemes
- Regular monitoring for saturation of all the major schemes at SAGY gram panchayats
- Ensure meeting and follow-up for the State-Level Empowered Committee (SLEC) headed by Chief Secretary
- SAGY should be included as an agenda item in all periodic reviews
- District officers should be instructed to review SAGY periodically
- Ensure that data are uploaded on time in Saanjhi portal

Shri Tiwari also made a presentation on National Rurban Mission, indicating key features of NRuM, funding pattern and methodology for development achievement status, State-wise releases of *Common Good Fund* (CGF) and Mission outcomes. He also covered the training programmes to be organised by NIRD&PR and SIRD&PRs as given below:

	Components for Saturation	Training Theme	Target Group
1	Solid Waste Management	Solid and liquid waste management for Rurban Clusters	Rurban officials at DRDAs, ZPs, DPMUs, CDMU, SPMUs, PRIs, NGOs
2	Sanitation	Sanitation: Importance, Behavioural Changes, Hygiene and Safe disposal for Rurban Clusters	Rurban officials at DRDAs, ZPs, DPMUs, CDMU, SPMUs, PRIs, NGOs
3	Livelihood & Skills	Strengthening livelihood opportunities and household income at cluster level skill development	Rurban officials at DRDAs, ZPs, DPMUs, CDMU, SPMUs, PRIs, NGOs
4		Integrated Farming Methodologies for Sustainable Livelihoods of Small and Marginal Farmers	State, District level functionaries of Rurban, DRDAs, ZPs, PRIs, NGOs
5	General	Implementation of Rurban Mission at Cluster Level	GP officials, representatives from line departments, & other Stakeholder
6		MIS module and its implementation	Rurban officials at DRDAs, DPMUs, CDMU, SPMUs
7		Financial Management: Payment & Accounting (PFMS)	State & District officials, SPMU, DPMU, CDMU
8		Convergence Approaches of RD programmes	District Planning Officers, District Sectoral Officers, Zilla Parishads Officials, Members from District Planning Committee
9		Planning area notification & Master planning process for Rurban Clusters	State & District officials, SPMU, DPMU, Town planning officials

4.7 Evidence-based Rural Development

Shri Manoranjan Kumar, Economic Advisor (Monitoring), MoRD made a presentation on evidence-based rural development. As part of it, he dealt on the Socio Economic and Caste Census (SECC) 2011 in terms of objectives, ranking of households and stages in processes. He also covered deprivation indicators, all-India key findings, and deprivation data, major sources of income of rural people, etc. He touched upon framework of good governance and the tools to capture status of programmes and projects such as JAM, Gram Samvaad and Disha. Shri Kumar also highlighted on the data related to gram panchayats covered under Mission Antyodaya, gaps identified and need to orient the block level and other functionaries on mapping of resources to facilitate planning exercise.



4.8 Capacity Building for Panchayati Raj

Ms. Sujata, Advisor, MoPR, in her presentation on Capacity Building in the proposed Rashtriya Gram Swaraj Abhiyan shared on restructuring of the Rajiv Gandhi Panchayat Shashaktikaran Abhiyan (RGPSA) and the status of funding during last five years. She has indicated the salient features of restructured Rashtriya Gram Swaraj Abhiyan (RGSA) and focus areas which include GPDP, orientation of PRIs on GPDP, convergence, focus area-wise fund allocation, integration of SDGs in panchayat planning, use of technology for information dissemination, IPKN portal, panchayat management and transparency, support for innovations and the outcomes in terms of capacity building, quality training, good governance, incentivising, monitoring and accountability. She has also indicated the proposal for expanding the outreach, modes of training, areas of training and role of training institutions at different levels as given below:



Expanding the Outreach

- SATCOM training may be used by all SIRD&PRs for follow-up and reinforcement, in addition to direct training, to further expand the outreach of training.
- The cascade mode training used by SIRD&PRs needs to continue with qualitative improvement and effective supervision.

- States need to ensure that they have an adequate number of training institutes at decentralised levels. Upgradation of Extension Training Centres (ETCs)/ Panchayat Training Centres (PTCs) is needed.
- District Panchayat Resource Centres (DPRCs) and Block Training Centres (BTCs) need to be established in a phased manner for increased and sustained outreach of PRI CB&T.
- SIRD&PRs need to evolve ways to reach out to departmental functionaries. In this regard, linkages with existing departmental training institutes can be vital.
- SIRD&PRs need to start addressing functional committees of panchayats as well as Community Based Organisations (CBOs).
- There is a need to reach out to decision makers and other people with influence, such as MPs and MLAs and the media to create a supportive environment for panchayats.

Modes of Training

- Modes of training have to address the large numbers required to be trained as well as maintain and upgrade the quality of training programmes. Needs of special groups also have to be kept in mind.
- While the cascade mode of training and distance education, along with the use of media, can form the bedrock for training all ERs, there is also need to continue diverse training methods such as hand-holding through Help Desk/Help Line, peer interaction, quiz contests, experimental learning, etc., to meet the diverse needs.
- Mass media comprising radio, community radio, television, print media, folk-media, etc., need to be used effectively, as these can enable low-cost training and can also generate interest. Mass media-based orientation can complement regular training programmes.

Areas of Training

- SIRD&PRs need to take up and sustain subject-specific specialised training, related to the devolved subjects. For this:
 - SIRD&PRs may develop expertise in devolved-sectoral areas like agriculture, health, water and sanitation, maintenance of assets, etc., by setting up specialised centres and appointing desired subject-specific expert faculty.
 - SIRD&PRs may identify and network with sectoral training institutes to undertake in-depth sectoral trainings.
 - Sectoral experts may be developed as master trainers with the help of sectoral training institutes and also be exposed to basic understanding of PRIs.
- All SIRD&PRs need to develop context-specific training modules for mandatory and optional training courses for various stakeholders, especially:
 - Special courses for marginalised groups.
 - Special courses for panchayat functionaries
 - Leadership training
 - Thematic focussed courses
 - IT and computer literacy
 - Special training for sector functionaries.

4.9 Watershed Development

Shri C P Reddy, Deputy Commissioner (Department of Land Resources), MoRD, in his presentation on Watershed Development: Component of PMKSY covered the salient features of watershed component, activities, pattern of funding, qualitative and timely execution of watershed development projects and its monitoring and evaluation. He also indicated the status of implementation as on December, 2017 and completion and closure protocol. The details of World Bank-assisted Neeranchal National

Watershed Project were also covered. The training and capacity building requirements are:



- Special module on convergence
- Qualitative planning
- Capacity to conduct evaluation studies and impact assessment
- To get awareness on closure protocol
- Special module on convergence in Watershed projects
- Evaluation of the project utilising space technology which will be easier and cost-effective and economical when compared to the traditional way of sample survey
- Improving water use efficiency under different measures of the watershed project

4.10 PRIs – SHG Convergence

Shri Hari Kishore, Executive Director, Kudumbasree, Government of Kerala, shared the vision, approach, set-up and processes of the programme and the collaborative PRI-CBO Convergence project in NRLM with Kudumbasree as a National Resource Organisation (NRO). The processes, phases and activities involved in the convergent projects were presented. Besides, he outlined the key outcomes of the convergence project in 16 partner States and Mission Antyodaya PRI-CBO convergence as given below.

Key Outcomes

- Village Organisations (VO) as equal partners in planning process
- Emergence of VOs as forum for demand consolidation
- Gram Sabha as a platform for demand articulation
- Increased awareness on schemes
- Local resource cadre as repositories of information and knowledge
- Dependence of Panchayat on CBO - Information dissemination, planning and access to entitlement database

Three Key Factors

- Strong capable community cadre
- Facilitating institutional mechanism
- Tools for planning and monitoring

Convergence Project

- Convergence project has experience in developing and training community cadre
- Closely works with the Federation and has developed institutional platforms for promoting convergence
- Developed tools for PAE, EAP and GP2RP

5. Training and Research Activities and Best Practices of SIRD&PRs

With a view to facilitating the deliberations of the Colloquium, the details of training and research activities undertaken by SIRD&PRs during 2016-17 were collected. The data on the performance during 2016-17 indicated that more number of training programmes were organised with focus on flagship programmes of the Ministries of Rural Development and Panchayati Raj. It was noted that the institutions have conducted both in-house and outreach programmes in association with ETCs and other institutions, which enabled to have participation of different functionaries in large numbers. The details of training performance of SIRD&PRs during 2016-17 are given at Annexure-III.

As to the areas/themes of training and research, the data indicated that the focus was on flagship programmes as given below:

- Barefoot Technicians
- Social Audit
- Rural Civil Works
- Technical training for non-technical staff
- GIS Implementation in MGNREGA
- Labour budgeting
- Technical aspects of low cost housing under PMAY-G and convergence with other programmes
- PMAY-G and convergence with other programmes
- Maintenance of accounts under PMAY
- Technology initiatives on rural roads
- Solid and liquid waste management
- Safe drinking water
- Sanitation and Swachh Bharat
- Individual household-based and community-based toilets

- Mission Antyodaya
- SAGY
- NSAP
- GPDP
- PR Act Rules, Procedure and Schemes
- Sustainable Development Goals (SDGs)
- FFC Grants
- Gender budgeting
- Gender Responsive Governance
- Beti Bachao Beti Padhao
- PES & BHUVAN
- Geo tagging
- AWAAS soft
- MIS on rural development applications
- Village Disaster Management Plan
- Convergence strategies in rural development programmes
- Planning and management of National Skill Development Mission
- SHG-Bank Linkages
- Sustainable rural livelihoods

Research is a crucial activity, which will be useful to provide important material for effective conduct of training programmes. Accordingly, SIRD&PRs are expected to undertake documentation of best practices and success stories, which will serve as inputs for classroom presentations and discussions. The findings of the research also provide good feedback to the Central and State Governments about the implementation of various developmental programmes, its effectiveness and

bottlenecks in their implementation. In addition, SIRD&PRs are expected to undertake action research and village adoption on the on-going initiatives of rural development and panchayati raj. The action research is envisaged to test the implementability of policy recommendations, find out field level solutions to the critical problems in implementation and to experiment with new ideas for achieving development objectives. Village adoption studies are taken up in order to demonstrate the application of the models and implementation mechanisms recommended based on research and action research. Besides, these will enable the faculty members to keep themselves abreast with grassroots realities.

NIRD&PR initiated the scheme of 'Research Projects of SIRD&PRs' and has been providing financial support to the institutions for taking up short-term research projects. Under this scheme, faculty members from SIRD&PRs take up research projects on various aspects of rural development. Funding support is also extended to ETCs for undertaking research.

An analysis of the research activities undertaken by SIRD&PRs during 2016-17 indicated that the focus was on different dimensions of flagship programmes for rural development and panchayati raj. The themes included people's participation, empowerment of rural women, implementation aspects, impact assessment, convergence, evaluation of schemes, preparation of GPDP, etc. It was noted that action research and village adoption also formed part of the research agenda of the institutions. However, it is noted that SIRD&PRs were able to take up research only to a limited extent. The details of studies taken up by SIRD&PRs are given at Annexure-IV.

Best Practices of SIRD&PRs

As mentioned earlier, the Colloquium also serves as a forum to share the initiatives of the institutions which proved as effective practices for facilitating their training and research activities and processes. It was felt that it would be useful to share the same to help replicate by other institutions. The best practices as indicated by the SIRD&PRs are given below:

S.No.	State	Best Practices
1	Andhra Pradesh	Moving towards wealth from waste: AP a role model; Development of Gender Resource Pool
2	Assam	Amar Gaon Amar Achoni (gram panchayat development plan preparation process) was rolled out for all gram panchayats and local bodies of autonomous districts in a mission mode
3	Gujarat	MGNREGA: HR Convergence ODP training for SRLM
4	Haryana	Adoption of four villages to develop them as <i>Adarsh Gram</i> Three-month course on PR&RD for elected representatives of PRIs through State universities. 150 elected representatives have completed the programme
5	Karnataka	Bio-metric attendance for trainees and participants Training on wheels to reachout to gram panchayats
6	Madhya Pradesh	Trained a large number of masons who are being used under construction activities under PMAY(G). Launched an in-house e-news magazine named 'PAHAL'; GPs Training to <i>Shourya Dal</i> for women empowerment
7	Maharashtra	Amrita virtual interactive e-learning world in Wardha district
8	Odisha	Strategy on enhancing income of poor household through convergence of various schemes
9	Sikkim	Use of organic button flower during official functions as an initiative towards zero waste. In this regard training was provided to SHGs who supply the button flowers for the functions for which they get paid for and help them to grow economically. Sensitisation and mobilisation drive for students studying in secondary and senior secondary levels for spreading awareness on GPDP, SDG and get their parents to participate in the process of village development

Contd.....

S.No.	State	Best Practices
10	Tamil Nadu	Creation of resource person pool for training of panchayati raj functionaries in outreach mode. The pool includes retired officers, trainers from NGOs and other freelancers. The selected resource persons will be trained through ToTs (subject-wise) and certified.
11	Uttarakhand	Introduced inputs on less cash and cashless transaction in all training programmes. Solid waste management practices have been introduced in the campus. Developed the wasteland in the campus through agro-horticultural practices.

6. Training, Research and Institution Building: Issues

The Annual Colloquium serves as a forum for SIRD&PRs to collectively discuss current issues and concerns and to suggest way forward for the coming year. HR policy in terms of deployment of adequate faculty and staff is one of such issues. There is a need to further strengthen SIRD&PRs in the matter of placement of minimum core faculty keeping in view the growing importance of training for the officials and non-officials of Rural Development and Panchayati Raj. Under the Central sector scheme, 100 per cent funding support is provided to the five core faculty on contract basis. It has been enhanced to seven since 2017 as per the new guidelines of the scheme. This support has proved very useful in managing the capacity building, training and research activities as non-core faculty (on permanent basis) are relatively less in number.

Funding of recurring and non-recurring expenditure of SIRD&PRs is another important general issue. Main sources of funds of SIRD&PRs included annual grants from respective State Governments and funding support from MoRD and MoPR of the Government of India. Funds are also provided by NIRD&PR for undertaking research studies, action research and case studies. Allocation from State Government is mainly towards salaries and other establishment expenditure. Support provided by the MoRD and MoPR form main sources of funding of SIRD&PRs for infrastructure and training activities. Institutions have been requesting to set apart 1 to 2 per cent of the flagship programmes of Government of India exclusively for capacity building and training

activities. Some SIRD&PRs have also been mobilising own resource through consultancy and venue programmes. Strengthening of Extension Training Centres (ETCs) is another important common issue for SIRD&PRs to deliberate. There are 90 ETCs in the country. Although ETCs used to be the front-line training centres, they have not been able to meet the emerging training requirements due to limitations in their existing infrastructure, faculty and other resources. Revised guidelines of Central sector scheme provide for maximum financial support to the tune of ₹ 20 lakh per annum per ETC for recurring expenditure. ETCs can utilise up to 75 per cent of recurring grants to intensify training-related activities with particular emphasis on those which require training for Panchayati Raj functionaries. Remaining funds allocated annually may be utilised to support the ETC.

Assessing training needs for developing training calendar of SIRD&PRs and NIRD&PR is also an important item for deliberation. SIRD&PRs have been advised to develop a training policy in consultation with the department officials of State government and ETCs. The policy has to indicate objectives, type of courses, content, method, resource persons, networking with institutions, budget requirements, monitoring mechanisms, etc. SIRD&PRs and also NIRD&PR are required to conduct training needs assessment on the basis of inputs from stakeholders such as programme divisions of the Ministry, line departments of State, Panchayati Raj Institutions, functionaries, etc. Once the training needs are identified, requirements of trainers and master trainers are to be assessed with a saturation approach to ensure full coverage of the targeted training clientele and develop a training plan for coming year in consultation with the partnering institutions. The Colloquium also serves as a forum for SIRD&PRs to articulate their support needs from NIRD&PRs and also from the Ministries of RD, PR & DWS.

The discussions on the above started with NIRD&PR presentation on issues and concerns. Dr. Rajesh K. Sinha, Assistant Professor and Dr. V K Reddy, Adjunct Faculty, shared on the status of renaming of SIRDs as SIRD&PRs, status of autonomy, training and research activities, faculty position, recommendations of the NIRD&PR's sub-committee on human resources of SIRD&PRs, pending utilisation certificates related to networking

programmes, use of Public Finance Management System (PFMS), use of Training Management Portal (TMP) and NIRD&PR's current approach to preparation of training calendar for 2018-19. Key points of these presentations are as follows:

- Eighteen SIRDs are yet to be named as SIRD&PRs
- Fourteen SIRD&PRs are not yet autonomous
- Training infrastructure is not optimally utilised
- There is inadequate linkage with ETCs and lack of uniformity in ETCs
- Outreach and quality of training need lot of improvement
- Very few research and action research studies are undertaken by SIRD&PRs.
- Due to inadequate regular faculty, trainings are managed by core faculty. There is absence of HR policy for recruitment, promotion and career planning for regular and core faculty.
- NIRD&PR sub-committee on HR of SIRD&PRs has recommended, inter-alia, selection of faculty as per UGC pattern, pay scales as per UGC scales, redeployment of existing eligible and qualified core faculty.
- Fifteen States have only partially submitted Utilisation Certificates for NIRD&PR funded networking programmes during 2013-16.
- Only 10 SIRD&PRs are using PFMS.
- Twenty two SIRD&PRs are using TMP and none of ETCs are using TMP.
- Training calendar of NIRD&PR for 2018-19 will be based on saturation approach and will be aligned with requirements of Ministries/Departments, States and SIRD&PRs.

Dr. Kathiresan, Associate Professor, CPR, in his presentation briefed on the initiatives of NIRD&PR as given below for strengthening Panchayati Raj Governance and effective management of RD&PR programmes, thereby enhancing service delivery mechanism at the grassroots.

- Transforming India by strengthening Panchayati Raj through continuous training and e-enablement.

- Preparation of comprehensive and holistic GPDP in Mission Antyodaya Panchayats.
- Time and work study for effective management of human resources at GP level and.
- Combined training programmes for gram panchayat Sarpanch and Secretary.

For effective operationalisation as well as successful timely implementation of above projects, SIRD&PRs were requested to extend their support and cooperation for the following tasks:

- To collaborate with NIRD&PR as technical support institution/partner for completion of above projects.
- To provide various logistics in terms of training infrastructures, SIRD&PR faculties' thematic expertise in the field of research and evaluation works, and technical collaboration for technology transfer to GPs and e-governance/digital and smart panchayat for the above assignments.
- To coordinate with the State administrative departments and district administration for defined assignments under various projects of NIRD&PR, sponsored by MoRD, MoPR and other ministries of Government of India.
- To share the IEC and knowledge repository with NIRD&PR for creation of knowledge bank/one touch dedicated web portal on PR&RD administration and programme.
- Extending support to NIRD&PR for selection of gram panchayats, blocks, districts for various projects work and field-level empirical studies.
- To support NIRD&PR in the identification of earmarked clientele of trainees relating to specialised training programme to be organised under the projects.
- To collaborate with NIRD&PR in working out specialised State-specific modules and manuals for defined stakeholders for various training programmes.
- To upload the modules, manuals, AV-cum-IEC materials, certification of MRPs in the web portal of SIRD&PR for wider dissemination of information and awareness building on the theme of PR&RD programmes, including capacity building initiatives.

As to the status on research by SIRD&PR, Dr. Gyanmudra, Prof. & Head, CHRD shared that although NIRD&PR is willing to fund research, not many proposals are forthcoming. It was indicated that the sanctioned projects were not completed within the stipulated time. In this context, she proposed that SIRD&PRs may utilise e-resources and contribute to Pragati (monthly newsletter) and Journal of Rural Development (JRD) and to send write-ups on activities carried out along with 1-2 good photographs to the Centre for Development Documentation and Communication (CDC) of NIRD&PR for inclusion in Pragati.

Shri Phillip Mathew (DAY-NRLM, MoRD) shared that 30 to 40 per cent of NRLM budget is assigned for capacity building. SIRD&PRs can tap this fund through SRLMs. There are 350 National Resource Persons (NRPs) enlisted with NRLM Resource Cell at NIRD&PR and certification of 1.5 lakh CRPs has been undertaken in collaboration with NIRD&PR. NRLM is also implementing PRI-CBO convergence projects in several States. Mission Antyodaya is also to be implemented in convergence projects in which NRLM CBOs have important role. SIRD&PRs should create SRLM Resource Cells.

In the light of presentations, Dr. W R Reddy, Director General, NIRD&PR made the following observations and action points for SIRD&PRs.

- SIRDs which have not been declared as SIRD&PR should do so and communicate the decision to NIRD&PR
- To conduct relevant research and provide useful inputs to the MoRD. For example, quick feedback on digitisation such as geo-tagging of assets created under MGNREGA
- To help collect data on Panchayat statistics, e-enable and share it on website
- To partner in the Time and Work Study on Assessment of HR requirements of GPs
- SIRD&PRs and ETCs should contribute to India Panchayat Knowledge Portal (IPKP) and bring in more people to work on panchayats.
- To share ideas on the study "Decade Old MGNREGA".
- Need to market themselves.

- To use Smart Meeting Management system
- To cultivate the habit of documenting and share their research and training stories through Rural Connect.
- Three-four heads of SIRD&PRs form a group and study the human resources of SIRD&PRs and recommend requirements. NIRD&PR will fund their travel.
- SRLM Cell may be set up in SIRD&PR utilising funds from NRLM budget. SIRD&PR Assam to share a model proposal for this purpose.
- Seven SIRD&PRs have set up C-GARD centres. Others may also follow.
- SIRD&PR faculty may supervise Ph.D. students of universities.
- As required by the revised guidelines for recurring grants, all SIRD&PRs should develop a master plan to avoid a haphazard development. Services of Architecture College in their areas for preparing master plan may be used. Collectively visualise how the SIRD&PR should look like in next 10 to 20 years and then work out the details.
- So far 22 SIRD&PRs are using Training Management Portal. It is must for tracking training and its impact. Under RGSA, also Aadhaar-based tracking is envisaged.
- Monitor progress of non-recurring infrastructure works. Non-completion increases cost-estimates. Creation of infrastructure must be justified on the basis of training and research requirements.
- There is no dearth of funds for capacity building under the flagship programmes. In fact, before 2015-16 not much of the fund could be utilised. Following the efforts put in by NIRD&PR, more proposals could be cleared and funds got sanctioned in 2016-17. However, sensible and justified proposals should be submitted.
- In next two to three years, every faculty must undergo Faculty Development Programme either at NIRD&PR or IRMA to enhance capacities on training and research.

On the occasion, a film on Appropriate Housing Technology was screened. It demonstrated how houses are constructed without steel and using cement bricks made by compaction, which is environment-friendly. This technology is also providing livelihoods to many. Dr. W.R. Reddy requested SIRD&PRs to come up with proposals to set up demonstration site for appropriate rural technologies. In utilising non-recurring funds, the above housing technology may be utilised. CGARD of NIRD&PR may assess this during their technical inspections of works taken up under Central Sector Scheme.

Group Discussions

Five groups of SIRD&PRs were formed to discuss the issues and training and research activities for 2018-19 as given below:

- HR Policy for SIRD&PRs and RIRD&PRs
- Funding under Central Sector Scheme – Revised Guidelines
- Strengthening of ETCs and Networking
- Training Calendar of SIRD&PRs/ETCs: 2018-19
- Master trainer needs of SIRD&PRs and off-campus programmes of NIRD&PR at SIRD&PRs
- Support needs of SIRD&PRs from NIRD&PR

Group 1 had Arunachal Pradesh, Assam, Chhattisgarh, Jammu & Kashmir and Haryana; Group 2 consisted of Gujarat, Himachal Pradesh, Kerala, Manipur and West Bengal; Group 3 had Madhya Pradesh, Haryana, Maharashtra, Mizoram, Tamil Nadu and Karnataka; Group 4 consisted of Andhra Pradesh, Odisha, Rajasthan, Sikkim, Telangana and Uttar Pradesh. State Link Officers and faculty of NIRD&PR also joined these groups. Reports prepared by the groups were presented and discussed in the plenary session.

Dr. Rajesh K. Sinha, Assistant Professor, NIRD&PR proposed a vote of thanks to the chair and the delegates.

7. Recommendations of Colloquium

The recommendations emerged out of group discussions are given below:

HR Policy:

The SIRD&PRs are envisaged to play a key role in capacity building for rural development and panchayati raj. Secondly, the institutions are expected to serve as 'think tank' to the respective States and provide necessary inputs and feedback for policy making and programme management through research studies. The groups deliberated upon the various issues relating to human resources of the Institutions. In this context, the draft recommendations of the Sub-committee on Human Resources of SIRD&PRs constituted in the last Colloquium were examined. The mix of faculty positions and their career progression were discussed. Further, the issues arising out of the posting of core faculty under the Central Sector Scheme of MoRD were also looked into.

1. It was noted that the status of faculty of SIRD&PRs has been one of the issues flagged from time to time in the various Colloquia and the existing pattern of faculty has a bearing on their performance. It is therefore, recommended that the institutions should have robust HR policy for faculty as well as support staff.
2. If the SIRD&PRs have to play the roles envisaged and to emerge as apex institutions for rural development and panchayati raj, it is important that they are endowed with faculty in core areas on regular basis. It is recommended to have a mix in the faculty composition drawn from different modes namely, direct recruitment, on transfer from Rural Development and Panchayati Raj department, on deputation from other development departments and faculty posted on contract basis.
3. As to the core faculty recruited under the Scheme of MoRD, it is proposed that those already working for more than two years should be regularised on the basis of some objective screening process. In case of non-core faculty working on contractual basis, they should be given preference while filling-up of the additional two posts and also vacant positions, if any. This process has to be

completed in less than one year's time so that they complete two years' service by 2021 and become eligible for permanent appointment. Such faculty members shall be absorbed on permanent basis through a screening process exclusively for them without having to compete with others through appropriate review or lack of adverse remarks. On such review of their performance and suitability as reflected in their Annual Confidential Reports (ACRs), etc., the core faculty members have to be absorbed at the appropriate position depending on the length of the service already put in.

4. It was decided that a Working Committee comprising selected SIRD&PRs must be constituted to standardise HR policy comprising selection process, eligibility criteria and career advancement. NIRD&PR may facilitate the visits and meetings of such Committee.
5. Sumit Bose Committee has recommended measures to strengthen human resources at gram panchayat level to enable convergent action for rural development. In order to facilitate capacity building of frontline functionaries and to prepare them for multitasking, it was felt that human resources of SIRD&PRs and ETCs should also be suitably augmented.
6. Autonomy should be given to the institutions in the selection of faculty, subject to the qualification and experience for each post (UGC/NCERT).
7. As the pattern of faculty will vary depending up on the State requirements, tailor-made solution should be adopted. It is also proposed that the number of faculty members and support staff should be based on the number of gram panchayats and population of the State.
8. To have the benefit of lateral learning, there may be inter-institutional deputation of SIRD&PR faculty. They may be deputed to other SIRD&PRs and the NIRD&PR.
9. With a view to meeting the growing requirements for the capacity building of various flagship programmes of Rural Development and Panchayati Raj, resource persons and trainers drawn from retired officials, elected representatives, NGOs, etc., may be empanelled by the Institutions. It is proposed that the HR policy should also have guidelines for their selection, development and certification.

10. As part of subject upgradation and learning from different experiences, it is recommended that the faculty of SIRD&PRs should be provided opportunities to attend international programmes.

Funding

11. Flagship programmes of the Ministries of Government of India have capacity building component in their budget. It was felt that a common planning and monitoring of capacity building of rural development and panchayati raj functionaries and elected representatives along with decentralised execution is the need of the hour. Hence, it is recommended that capacity building funds of flagship programmes need to be pooled together and extended to the SIRD&PRs. The experience in capacity building under the MGNREGA and PMAY indicated that the funds made available and routed through NIRD&PR enabled uniformity and in systemising ToTs and material development and in organising programmes in action plan mode. It is therefore, recommended that the capacity building under the programmes be organised on the similar lines through NIRD&PR.
12. The revised guidelines of Central Scheme of MoRD stipulate that SIRD&PR should prepare a Master Plan of required infrastructure keeping in mind the anticipated demand for training in the next 25 years. However, it is recommended that the proposal for funding should be based on 10-year vision and 5-year outcome-based training action plan.
13. The MoRD scheme for supporting SIRD&PRs and ETCs have fixed ceiling for recurring expenditure irrespective of the size or population of the State. It is recommended that the ceiling may be revisited and that instead of arbitrarily fixing a ceiling, norm-based funding should be considered. Further, budget needs to be realistic and incremental. There has to be steady flow of funds for HR, training, research and action research and timely release.
14. Keeping in view the concerns and issues raised by the State Governments and SIRD&PRs, it was decided to constitute a Working Committee with select SIRD&PRs to review the revised guidelines of the Central Sector Scheme of MoRD.

15. In the light of increasing demand for the capacity building and research, SIRD&PRs need adequate and competent staff for efficient budgeting, account keeping and certification. Hence, it is recommended that administrative component of MoRD funding to SIRD&PRs needs to be strengthened further.
16. Rural Technology Park (RTP) of NIRD&PR has been successfully demonstrating appropriate rural technology to various interested institutions and individuals. Several SIRD&PRs have shown interest in setting such RTPs in their respective institutions. It is recommended that the MoRD should provide financial support to SIRD&PRs to set up RTPs with technical assistance from NIRD&PR.
17. To further improve the quality of training and research at SIRD&PRs, all faculty members need to undergo training at other reputed institutions. NIRD&PR has been sponsoring faculty of SIRD&PRs for such programmes. To institutionalise this effort, it is recommended that the Faculty Development Scheme needs to be funded by MoRD through NIRD&PR.

Strengthening of ETCs and Networking

18. There should be an organic linkage between NIRD&PR, SIRD&PRs and ETCs. It is recommended that all ETCs should be under the administrative control of SIRD&PRs and the training calendar of ETCs should be approved by SIRD&PR governing bodies. There should preferably be a directive from MoRD for the same.
19. ETCs should also have a robust HR policy with fixed pattern of staffing and funds flow.
20. Livelihood generation in rural areas is currently spearheaded through NRLM and DDU-GKY. There is a huge capacity building component in both the schemes. For more coordinated effort, the Colloquium recommended that SRLM and DDU-GKY Resource Cells can be set up at SIRD&PRs with financial support from MoRD.
21. Use of GIS technology has received tremendous boost in last few years with geo-tagging of assets, spatial planning, etc., in rural development programmes.

SIRD&PR is not only required to conduct trainings on GIS applications but also provide hand-holding support to Rural Development and Panchayati Raj functionaries. Hence, it was felt that Centre for Geo-informatics Applications in Rural Development (CGARD) be set up at all SIRD&PRs with technical support of NIRD&PR and financial support from MoRD.

22. State Link Officers (SLOs) serve as bridge between NIRD&PR and SIRD&PRs and also play mentoring role. It was felt that SLOs' interaction with SIRD&PR be made more vibrant. The Colloquium recommended that SLOs should be made part of all Committees of SIRD&PRs and they should be informed of funds released to SIRD&PRs.
23. Networking with institutions should not be restricted to training and be extended to research and action research as well.
24. With a view to reaching out the capacity building programmes to the block and village levels, it is proposed that the training centres be established at district level.
25. All requests from SIRD&PRs to NIRD&PRs should be submitted by end of December every year in consultation with SLOs.
26. NIRD&PR conducts a number of research studies. SIRD&PRs may be involved in planning, data collection and dissemination of findings of NIRD&PR research projects.

Training Calendar of SIRD&PRs and ETCs: 2018-19

The Colloquium felt that the trainings should be relevant and aligned to the current priorities of Central and State Governments. Hence it is recommended that training calendar of SIRD&PRs/ETCs should be based on consultation with line departments of respective State Governments, NIRD&PR and Central Ministries. It is further recommended that the preparation of training calendar for 2018-19 should be on the basis of the needs indicated in the inaugural address, presentations by programme divisions of the Ministries and discussions as part of the Colloquium.

Besides, the following themes were also identified in the group discussions for inclusion in the calendar:

- IT-related trainings such as GIS in MGNREGS and GPDP, PES
- Social Audit
- Training Methodology
- Convergence
- Good Governance
- Health, Women & Child Development
- SDGs and GPDP
- Drinking Water and Sanitation
- Tribal Welfare
- Management Development Programme
- Livelihoods, Skills and Entrepreneurship Development
- Youth and Development

Master Trainer Needs and Off-campus Programmes

To reach out to a large number and range of clientele through cascade mode of trainings, a large pool of quality master trainers and trainers are required. The Colloquium, while discussing master trainer needs of SIRD&PRs and off-campus programmes at SIRD&PRs, made following recommendations:

27. Master trainers in the areas of Panchayati Raj, e-governance, Women and Child Development, Solid and Liquid Based Management, Watershed Development and all seven broad areas mentioned in the revised guidelines are needed in SIRD&PRs.
28. Assessment and certification of master trainers at all levels by competent institutions is needed to create a pool of certified master trainers.

29. List of national resource persons and list of State resource persons with training institutions should be consolidated and updated.
30. Regional training programmes/workshops/conferences/seminars need to be conducted at SIRD&PRs for the master trainers.
31. It was observed that announced programmes get either postponed or cancelled at short notices causing inconvenience. Hence, it was decided that off-campus programmes announced by NIRD&PR must be conducted as per training calendar.
32. Master trainers need to be provided with e-modules, case studies, best practices, audio visual materials, SoPs for training/training manual, etc.
33. The following are the requirements of SIRD&PRs for off-campus programmes to be organised by NIRD&PR:
 - a. All flagship programmes with more focus on practical and field orientation
 - b. Training kits for different flagship programmes
 - c. IT-related training such as GIS in MGNREGA, PES, SAKSHAM
 - d. Rural Building Construction Technology
 - e. Social Audit
 - f. Livelihoods
 - g. Watersheds
 - h. Fourteenth Finance Commission
 - i. Training Methodology for DPRC members
 - j. Convergence and Good Governance
 - k. Management Development Programme

Support Needs of SIRD&PRs from NIRD&PR

34. SLO scheme should be strengthened with quarterly meetings.
35. All SIRD&PRs should designate one faculty as 'NIRD&PR Link Officer (NLO)'.
36. Faculty Development Scheme needs to be further strengthened and institutionalised.
37. NIRD&PR may support SIRD&PRs in development of training/reading material in local languages and placing the same in e-repository.
38. NIRD&PR may also support SIRD&PRs to develop/establish 'Digital Knowledge Centre', e-learning portal, e-modules, web studio and GIS cell.
39. NIRD&PR may facilitate participation of SIRD&PR faculty in important lectures at NIRD&PR through video-conference facilities.
40. WhatsApp group should be created with the Directors and faculty of SIRD&PRs and NIRD&PR faculty as members.
41. NIRD&PR should ensure timely release of funds to SIRD&PRs.
42. To reach out to RD and PR functionaries, NIRD&PR organises several training programmes at SIRD&PRs. It was felt that SIRD&PRs/ETCs may be provided 10 per cent institutional charge for off-campus/sponsored programmes conducted at SIRD&PRs/ ETCs.





**National Institute of Rural Development & Panchayat Raj
Rajendranagar, Hyderabad**

**NATIONAL COLLOQUIUM OF
State Secretaries of RD&PR and Heads of SIRD&PRs
(January 12-13, 2018)**

PROGRAMME SCHEDULE

Venue: Vikas Auditorium

Time	Item
	1st Day: 12.01.18 (Friday)
0945 Hrs	Registration
1000 Hrs	Welcome and about the Colloquium by Dr. W. R. Reddy, IAS, DG, NIRD&PR
1010 Hrs	Introductions
1020 Hrs	Inaugural Address by Shri Amarjeet Sinha, IAS, Secretary (RD), Govt. of India
1040 Hrs	Release of: <ul style="list-style-type: none">i. Certificate Course on Internal Auditii. PRI-CBO Convergence Toolkitiii. Facilitator's Manual for Community Professionals for Convergence
1045 Hrs	Interactive Session – Observations/Issues by SIRD&PRs/States
1115 Hrs	Tea & Group Photograph
1130 Hrs	Operationalising Recommendations of Sumit Bose Committee <ul style="list-style-type: none">i. Training and Capacity Building Strategy to operationalise Sumit Bose Committee recommendations: Lessons from rapid assessment of GPs – Dr. W R Reddy, Director General & Dr. Jyothis Satyapalan, Prof. & Head (CWE), NIRD&PRii. Observations by Shri Sumit Bose, Former Finance Secretary and Chairman of the Committee

- iii. Observations by Shri J. K. Mohapatra, Former Secretary, Rural Development and member of the committee

0230 to 0630 Hrs **Expectations of Programme Divisions of MoRD, MoPR, MoDWS from NIRD&PR and SIRD&PRs on Training, Capacity Building and Research (2.30 PM to 6.30 PM)**

Presentation by Shri Arun Baroka, IAS, Joint Secretary (SBM-G)

Presentation by Shri Prasant Kumar, IAS, Joint Secretary (RH)

Presentation by Shri Atal Dulloo, IAS, Joint Secretary (DAY-NRLM)

Presentation by Shri Atul Kumar Tiwari, IAS, Joint Secretary (SAGY & PPM)

Presentation by Smt. V. Radha, IAS, Joint Secretary (DWS) MoDWS

Presentation by Shri Manoranjan Kumar, IES, Economic Adviser (Monitoring)

Presentation by Shri P.K Sarangi, IAS, Joint Secretary (Trg) on Implementation of Central Sector Scheme on Strengthening of SIRD&PRs and ETCs

Presentation by Smt. Sujata, IES, Economic Advisor, Ministry of Panchayati Raj

Presentation by Shri C P Reddy, Dy. Commissioner, Department of Land Resources

Panchayats and SHG Convergence for Rural Development by Shri S.Hari Kishore, IAS, Executive Director of Kudumbasree

2nd Day: 13.01.18 (Saturday)

0930 to 1045 Hrs NIRD&PR presentation on issues/ expectations/new initiatives/ strategy

1115 Hrs Tea Break

1130 to 1300 Hrs **Group work on Sharing of Best Practices and Way Forward – Training Strategy, Calendar, Convergence, Research, HR Issues, Central Scheme, etc.**

Groups Discussion on the following themes/issues:

- HR Policy for SIRD&PRs and RIRD&PRs

	<ul style="list-style-type: none">• Funding and Central Sector Scheme – Revised Guidelines• Strengthening of ETCs and Networking• Training Calendar of States/SIRD&PRs/ETCs: 2018-19• Master trainer needs of SIRD&PRs and off-campus programmes of NIRD&PR at SIRD&PRs• Support needs of SIRD&PRs from NIRD&PR
1300 Hrs	Lunch
1345 Hrs	Presentation of Group Reports & Discussion
1530Hrs	Concluding Session: Vote of Thanks by Dr. Rajesh Kumar Sinha, CRTCN (NIRD&PR)



National Institute of Rural Development & Panchayat Raj
Rajendranagar, Hyderabad

**NATIONAL COLLOQUIUM OF
State Secretaries of RD&PR and Heads of SIRD&PRs
(January 12-13, 2018)**

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Contd...

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- | | | | | | |
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Annexure - III

Training Performance of SIRD&PRs: 2016-17

S. No.	State	SIRD	2016-17		2017-18 (up to 31.12.17)	
			Pro-grammes	Parti-cipants	Pro-grammes	Parti-cipants
1	Andhra Pradesh*	AP SIRD	2256	111311	17588	879772
2	Arunachal Pradesh	SIRD, Itanagar	131	10007	47	3283
3	Assam*	SIRD, Guwahati	4927	420096	1255	78378
4	Bihar	SIRD, Patna	57	2162	19	686
5	Chhattisgarh*	SIRD, Raipur	1587	64451	4206	167735
6	Goa	GIRDA, Panaji	211	7471	121	4138
	Gujarat*	SIRD, Ahmedabad	500	179682	598	52716
8	Haryana*	HIRD, Nilokheri	1411	52878	107	1733
9	Himachal Pradesh	HIPA, Shimla	95	6106	65	1578
10	J&K	IMPA &RD, Srinagar	26	786	45	1546
11	Jharkhand	SIRD, Ranchi	245	3363	155	2627
12	Karnataka*	SIRD, Mysore	101	313151	104	173028
13	Kerala	SIRD, Kottarakara	414	24003	141	6864
14	Madhya Pradesh	MG-SIRD, Jabalpur	505	18061	145	5216
15	Maharashtra*	YASHADA, Pune	874	25437	145	4791
16	Manipur	SIRD, Imphal	85	3220	13	325
17	Meghalaya	SIRD, Nongsder	54	1807	9	237
18	Mizoram	SIRD, Aizwal	129	5689	83	3083
19	Nagaland	SIRD, Kohima	72	8388	46	1641
20	Odisha*	SIRD, Bhubaneswar	2497	135993	1705	56574
21	Punjab*	SIRD, Nabha	2762	110518	2500	19752
22	Rajasthan	IGPRS, Jaipur	2025	38225	1845	32098
23	Sikkim	SIRD, Karfector	313	25671	209	17909
24	Tamil Nadu*	SIRD, Marimalainagar	1159	57744	18335	1496149
25	Telangana*	TSIPARD, Hyderabad	2575	129209	3950	272681
26	Tripura	SIRD, Agartala	97	3066	82	2275
27	Uttar Pradesh	SIRD, Lucknow	164	6192	120	5681
28	Uttarakhand	UIRD, Rudrapur	118	3893	41	1374
29	West Bengal*	SIRD Kalyani	5738	514934	646	155662
		Total	31128	2283514	54325	2032383

* Includes training programmes organised for capacity building of PRI functionaries through ETCs, outreach programmes and SATCOM mode.

Research Performance of SIRD&PRs: 2016-17

Andhra Pradesh

- Study on Solid Waste Management in Sangha Mithra Village
- Solid Waste Management: A Pragmatic Approach for Socio- Rural Entrepreneurship by Local Governments in Andhra Pradesh
- Gender Equality and Sustainable Development - The Role of Local Governments in Andhra Pradesh
- People's Participation: Social Entrepreneurship and Panchayati Raj Institutions
- Documentation of ten best practices.

Assam

- Study on backwardness of selected Gram Panchayats on the basis of the availability of basic amenities
- Preparation of GPDP in adopted panchayats on action research mode
- Development of women and child-friendly Gram Panchayats in action research mode
- Evaluation of rural housing schemes implemented in the selected districts
- Evaluation of schemes implemented in selected districts

Arunachal Pradesh

- One action research project

Himachal Pradesh

- Training Needs Assessment of RD&PR functionaries
- A Study on 'Factors Facilitating Participation of Women in MGNREGA'

- Training Impact Assessment
- Development of cases for training programmes on different aspects of Rural Development
- Village Adoption Project at Village Kot Development Block, Mashobra

Jammu & Kashmir

- Swachh Bharat Mission
- Performance appraisal of SAGY – A case study of Sangwali, Sambha district
- Study on Empowerment of Rural Women Entrepreneurs through SHGs: A case study of UMEED in Jammu District
- Study on Socio-Economic Empowerment of Rural Entrepreneurs – A case study of Sambha district
- Case study on Issues and Challenges in implementation of SBM(R)
- Impact of induction training on behaviour, motivation and development of frontline functionaries of Jammu region.
- SAKSHAM Project on Capacity Building and Training sponsored by MoRD
- Study on Convergence Initiatives in MGNREGA on J&K
- SBM - A case study on Chak Lala Village

Madhya Pradesh

- Socio-economic effects and employment opportunities for Farmers under MGNREGA Sub-schemes KAPILDHARA, BHOOMISHILP, RESAM AND NANDAN FALODYAN

Odisha

- 50 village adoption studies

Sikkim

- Village Adoption study in Poklokdenchung, GPU, Sikkim

Telangana

- An Evaluation Study on Government Urdu Medium Schools in Hyderabad and Ranga Reddy districts with reference to enrolment retention and achievement of the minority children
- Major livelihood sources among Chenchus – A case study in Mahbubnagar district
- Impact assessment of MGREGS on livelihoods in Mahbubnagar district
- Factors influencing the enrolment and the retention of students at primary education in Telangana State (with reference to SC and ST)

Uttarakhand

- Water conservation in Himalayan terrain
- Impact of MGNREGA on socio-economic upliftment of beneficiaries in Uttarakhand
- Skill Development in context of regional development
- Role of Microfinance in Women Empowerment: A comparative study of the Rural poor in Uttarakhand
- Impact of Swachh Bharat Mission (Gramin) on social environment development in identified villages in Uttarakhand
- Success of convergence of schemes with MGNREGA in Udham Singh Nagar district



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