



**PERSPECTIVE PLAN FOR  
2011-16  
AND  
ANNUAL PLAN FOR  
2011-12**

RURAL DEVELOPMENT AND PANCHAYATI RAJ  
DEPARTMENTS, HIMACHAL PRADEH

## 1. INTRODUCTION

The Rural Development Department is implementing five major developmental schemes of the Ministry of Rural Development, Government of India (MGNREGA, Integrated Watershed Management Programme, Total Sanitation Campaign, Swarnajayanti Grameen Swarozgar Yojana and Indira Awas Yojana) and two schemes of the Government of Himachal Pradesh (Guru Ravi Dass Civic Amenities Scheme and Atal Awas Yojana).

Schemes of the Ministry of Rural Development, Government of India are implemented as per guidelines framed by the Government of India and the major part of funding also comes from the Government of India. While the Government of India provides broader implementation framework within which the implementation design in terms of selection of Agency to implement the scheme, technical and financial powers are to be decided at the state government level. Over the years, Rural Development schemes have become more complex because of more emphasis on participatory development, concerns of marginalized and excluded categories and stress on conservation of natural resources. The scheme guidelines very often undergo changes to increase the focus and delivery efficiency. Moreover, in many cases, involvement of multiple agencies/ offices is desired for effective performance of tasks under the schemes necessitating much higher capacity at various levels to understand, analyze and communicate. One distinctive feature of these schemes is that all of these require large scale community mobilization, planning and convergence with other activities for successful implementation. **Therefore, training**

**becomes the most important input in implementation of these schemes.**

## Objectives

If effective programme design is critical to successful implementation of rural development programmes so is the need for an effective delivery agency. The rural development functionaries like Project Directors/ Project Officers of the DRDA's, Assistant Project Officers at the district level and others at the Block level and at the village level are responsible for the implementation of the rural development programmes and schemes in an effective manner. With a view to ensure that these functionaries execute the programmes and schemes in an effective manner, it is necessary that their capacity is increased. Hence, the role of trainings assumes considerable significance. Broad objectives, which the capacity building plan proposed to achieve are as under:

i) First and the foremost objective is to familiarize the various officials at key functional level with the scheme guidelines formulated for various programmes by the Govt. of India and State Govt.

ii) To provide various ICT skills necessary to implement various programmes in the changed implementation perspective especially because manpower in both the departments is getting older with a very little induction of young blood at various levels.

iii) To impart necessary communication skills to the officials as almost all the schemes being implemented by our department require considerable public mobilization, interaction with the ER's of PRI's and also the civil society organizations.

iv) To provide necessary technical skills to a very large pool of technical manpower employed in both the departments and also to equip them with the latest technological developments, construction techniques and also the appropriateness of various construction materials available under various conditions.

v) To cover all the officials at key functional levels with at least one training programme most appropriate to his need.

vi) To prepare a pool of trainers all over the state so as to undertake capacity building of a large number of lower level functionaries and ER's of PRI's effectively.

vii) To receive feedback from the officials working at key levels about the schemes, difficulties being faced, gaps and also suggestions for improving delivery of such programmes effectively.

### **1.2 ORGANISATIONAL SET-UP**

There are common Secretary and Director for the RD& PR department. At the Directorate, there are Additional Directors – cum-Additional/ Joint Secretaries operating in a single file system. There are Programme Officers dealing with various development programmes and schemes, personnel of SAS and supporting staff. Engineering wing also functions in the RDD. At the District level Project Directors/ Project Officers administer the affairs of the DRDA’s overseeing the implementation of development schemes/ programmes through a team of professional/ technical/ ministerial staff, whereas DPO’s /CEO’s Zila Parishad head the district wing of the Panchayati Raj department assisted by the Auditors and clerical staff. The Development Blocks are the hub and face of the department operating through technical and ministerial staff , coordinators and community organizers like LSEO’s/ SEBPO’s, PI’s. At the Panchayat level, the Panchayat Secretaries/ Sahayaks, Gram Rozgar Sevaks, Technical Assistants etc. are the key functionaries.

### 1.3 STAKEHOLDERS

The Rural Development Department has been implementing various development programmes/schemes of the GOI as well as the State Government. For efficient discharge of the various functions and responsibilities, team of functionaries is available at the State, District and Block levels.

Category wise status of posts and their functions as on 31.3.2010 is as under:-

S.No	Category	Posts	Functions
1	Additional / Joint/ Deputy Director	1	Implementation of various programmes like SGSY, IAY, AAY, NFBS, MSBY, MGNREGA, Watershed Development and establishment matters, Secretariat Branch.
2	Additional / Joint/ Deputy Director	1	TSC and establishment matters.
3	Deputy Director (RD)	1	Watershed Deveopement programmes
4	Deputy Director (Statistics)	1	MGNREGA and Plannign
5	Assistant Director (Special Projects)	1	SGSY, IAY, AAY, NFBS, MSBY
6	Assistant Director	1	TSC
7	Assistant Director	1	MGNREGA Complaints, e-

			Samadhan, e-mails
8	Deputy Controller (F&A)	1	Audit and Inspections, Budget, Advisory functions
9	Section Officer (F&A)	6	Maintenance of accounts under various heads and the rest as above.
3	Administrative officer.	1	Overall supervision
4	Executive Engineer	3	Technical control and supervision
5	Assistant Engineer (Dev)	36	Technical sanctions, inspections, test checks
6	Supdt. Grade-I	9	Two at the State level and 7 at the DRDA level for assisting the Heads of offices in the discharge of various functions
7	Supdt. Grade-II	95	77 in Blocks- acting as Additional Programme Officers (MGNREGA) besides overall superintendence of office, settlement of audit paras, 12 in DRDA's exercising general superintendence and control and the remaining acting at the State Headquarters as Branch Incharges.
8	Project Officers, DRDA	12	Planning, implementation and monitoring of various development programmes apart from reporting and establishment matters
10	Block Development Officers	77	Actual implementation of the various development programmes and schemes, publicity, supervision of and liaison with the PRI's and other elected representatives.
11	APO (Women)	7	Supervision of various women oriented programmes and schemes in selected DRDA's
12	APO (Watershed)	12	Providing technical expertise in the planning and implementation of various watershed programmes
8	Development Officer (Women Programme)	5	Implementation of the various programmes for the welfare of women.
9	Social Education &	80	Mostly acting in the Blocks

	Block Planning Officer		for the implementation of the various poverty alleviation programmes and also acting Additional Programme Officers (MGNREGA) in selected Blocks
10	Panchayat Secretary	1208	Working in the Panchayats and providing Secretarial assistance, maintenance of accounts/ cash books/ Store and Stock. Publicity and implementation of the various development programmes at the cutting edge level.
11	J.E's	171	Technical sanction and supervision of the various development works
12	Senior Assistant	185	General correspondence at the State, District and Block levels
13	Senior Assistant (Progress)	77	Reporting of various programmes/schemes at the Block levels
14	Investigator	2	Analysis of data
15	Statistical Assistant	3	Generation and analysis of data and reports
16	HDM	3	Structural Designing and estimation
17	Draughtsman	24	Designing and estimation
18	Clerks	215	Miscellaneous correspondence
19	Steno Typist	37	Shorthand and typing
20	Jr.Scale Stenographer	3	Shorthand and typing
21	PA	1	Personal assistance to the Director
22	Driver	86	-
23	LSEOs	79	Supervision of women related programmes
24	LVDCs	181	Implementation of women related programmes
25	H.T.M	24	Tailoring centres- assistance to LSEO's
26	Class-IV	376	-
27	Gram Rozgar Sevaks	1100	Feeding of data in the MGNREGA-MIS, issue of Job Cards under MGNREGA

28	Technical Assistants	1100	Technical sanction, assessment and supervision of the development works under MGNREGA and 'Planning' heads
29	Computer Operators	105	Data entry and Computer hardware/ software related functions at the State/ District/ Block levels under MGNREGA
30	Block Engineers	39	Technical sanctions and supervision at the Block level in selected Blocks under MGNREGA
31	Junior Accountants	35	Maintenance of MGNREGA accounts in selected Blocks.
32	WDTM's	250	Personnel having specialization in Computers/ Engineering/ Agriculture/ Horticulture/ Forestry and engaged for the implementation of various watershed development projects.

## 2. OUR CORE CONCERNS

**Training provides us an opportunity to disseminate the information on basic contents of programs to all stake holders and also becomes an effective tool for sensitization and motivation of the staff and PRI functionaries.** We have used it effectively in the past two years in this direction. Therefore, identification of concerns programme wise and its addressal in the training strategy become issues of strategic importance.

### a) MGNREGA

While MGNREGA is being implemented in the State for the last five years, the basic publicity etc. on the core contents of the programme has already been done. However, since new PRI representatives have joined in January, 2011 they also need to be sensitized. **There are problems with reference to**

**identification of new shelf of Projects, convergence, MIS data and fund flow management, and social audit.** The better utilization of potential in the coming years could be achieved through better planning, coordination and monitoring at Block, District and Head Office level.

**b) IWMP**

This being a new programme, requires dissemination of information on contents of the common guidelines. Apart from that, major changes brought in IWMP viz-a-viz the earlier programmes are **preparation of DPR, emphasis on livelihood activities, convergence and monitoring & evaluation.** **Therefore, training has to be centered around these activities.**

**c) TSC**

It is expected that the State will be able to achieve IHHL Toilet, School and Anganwari Toilets completion by the month of June, 2011. Thereafter, the main **concerns for the Department are sustainability, propagating hygiene practices in Schools and Anganwaris, Solid and Liquid Waste Management, and Community Toilets. Technical aspects in toilet construction and solid waste management will also require our attention.**

**d) SGSY/NRLM**

It is expected that a new programme by the name of National Rural Livelihood Mission is likely to be launched by the Government of India in the month of April, 2011. Therefore, sensitization of the key stake holders will become necessary. Simultaneously, as it contains the same implementation strategy, **identification of economic activities, formation of**

**groups, skill development and marketing will remain the areas of concern.**

**e) IAY/AAAY**

Though the programme is implemented in its simplest form i.e. identification of beneficiaries through Gram Sabha and construction activities to be done by the beneficiary himself. However, there are **areas of concern in the form of achieving convergence by providing benefits to such beneficiaries through other schemes like TSC, RGGVY and DRI loans. In addition, the Government of India is likely to start a web based monitoring system whereby MIS becomes a priority.**

**f) TECHNICAL ISSUES:**

From the experience of the department in the implementation of the various development programmes over the years, it has been observed that the quality and quantity of construction works have become major challenges. Quite often, there are complaints of poor quality, no. of pending works has increased, the grass-root level technical personnel lack knowledge and the record-keeping is not proper. There are issues like delayed payments. Less assessment etc., which give bad name to the department. The matters also end up in Courts due to the apathy and lack of technical expertise. The department intends to construct good quality infrastructure in rural areas through well trained technical manpower.

**3. FUNDS AVAILABILITY UNDER TRAINING AND CAPACITY BUILDING**

The following budgetary provisions have been made for training under RDD for 2010-11. The same budgetary provisions would be repeated for the FY 2011-12.

Under Demand No. 20-Rural Development Department

₹ in lakhs

Head of Account	Funds allocated
2230-03-003-01-SOON-15-Training	1.26
2515-00-102-01-SOON-15-Training	58.08

Under Demand No. 31-Tribal Development Department

₹ in lakhs

Head of Account	Funds allocated
2230-03-003-02-SOON-15-Training	0.09
2515-00-102-02-SOON-15-Training	3.37

The department proposes to organize trainings for its employees

For **MGNREGA**, under 6% Administrative Expenses, training is one of the permissible components, however, there is no specific earmarking of funds. A lot of money is remaining unutilized at the State, District and Block levels under 6% Administrative expenses, which can be utilized for imparting effective trainings as well as for organizing planned exposure visits. For the Financial Year 2010-11, the GoI has allocated **₹ 1.24 crores** for trainings under MGNREGA. A training calendar had also been framed by SIRD/HIPA and nominations were made accordingly. Trainings would continue on similar pattern in the FY 2011-12.

**₹ 20 lakhs** per year is also provided to each PRTI (ETC) by the GOI, which will be utilised for trainings of stakeholders under TSC, MGNREGA and SGSY.

Under **TSC**, the trainings are presently being organized at HIPA/PRTI and District-levels out of the one- time grant of **₹ 51.33 lakhs** under HRD (which partly includes salaries also) received by the CCDU-Sanitation. For the current year, a training schedule of **₹ 46.24 lakhs** has been forwarded to SWSM for approval and sanction of budget. Trainings and exposure visits will be organised out of these funds in 2011-12 also.

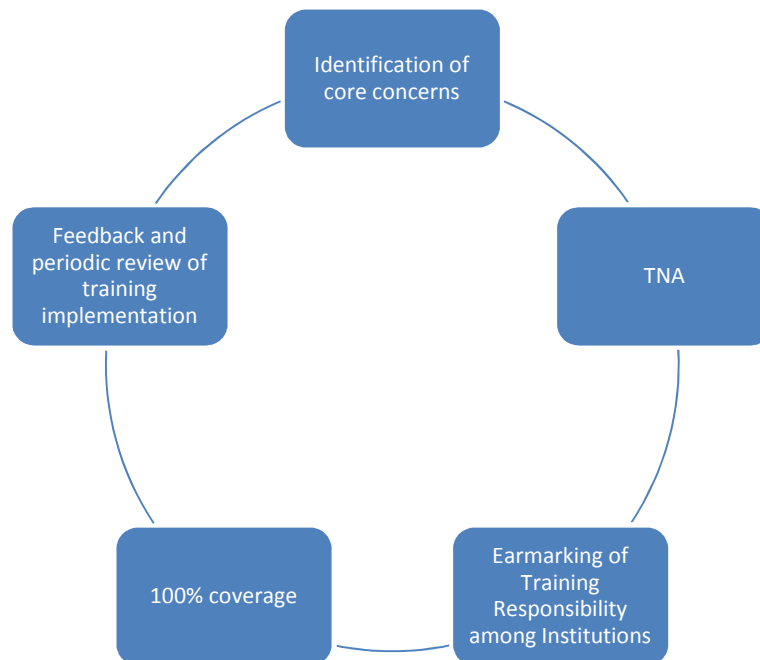
Under **IWMP**, the GoI has sanctioned projects worth ` 651 crores to the State.. Under the Common Guidelines, 2008, 5% funds are available for Institution and Capacity Building. As such total availability out of the released funds under the above head comes out to be approximately **₹ 15.29 crores**. Out of the total releases so far **₹ 1.38** crores are available for institution and capacity building. These funds are to be utilized during the preparatory phase itself.. Trainings are also proposed to be organised at the CSK HPKV, Dr.

Y.S. Parmar UHF Nauni, PSI Dehradun, IIRS Dehradun, CSWCRTI Chandigarh and frequency of exposure visits is proposed to be enhanced.

Under **SGSY**, 10% of the total allocation in a district is specifically earmarked for trainings and skill upgradation of swarozgaries. Trainings to the LSEO's/ SEBPO's etc. are also being imparted at the district levels and in the PRTI and SIRD During the FY 2011-12, training funds under **NRLM** would also be released, which would be utilized to the optimum.

#### 4. **STRATEGY**

The new training strategy starts with **identification of core concerns**, conducting TNA, finding skill gaps and addressing the same by preparing training modules and study material.



**Figure 1: Five Pillars of the Training Strategy**

- **TNA was done** in 2008-09, detail of which is given hereunder. The training modules and study material in respect of all the

rural development programs has been prepared incorporating our core concerns and skill gaps.

For **delivery of trainings**, it has been felt necessary to distribute responsibilities to various institutions based on their strengths and locations. It will be ensured that there is no duplication. As a part of the strategy, all basic trainings to the Block and Gram Panchayat level officials are to be done at the Samiti Halls of BDO offices and for the district level officials at the Zila Parishad Halls and DRDA Halls.

Specialized Institutes within and outside the State will be used for training-cum-exposure visit under MGNREGA, Watershed and NRLM. Training institutes like the SIRD (HIPA) and its District Training Centres and PRTI's are proposed to be associated closely with the training process. In addition, the CSK HPKVV Palampur and the UHF Nauni are proposed to be involved. Specialised training institutes for Watershed projects like the PSI Dehradun, IIRS Dehradun and Central Soil and Water Conservation Research and Training Institute (CSWCRTI), Chandigarh are proposed to be empanelled. Outsourcing on need-basis through HPSEDC and DOEACC will also be resorted to .

- **Coverage of all stake holders** namely PRI representatives, Grass Root level staff, line Department staff, Accounts staff, ministerial staff at BDO, DRDA and Directorate level, Computer Operators; will be ensured.
- **A feedback system** will be introduced whereby participants comments on implementation, suggestions for improvement in scheme design and implementation, and training program

effectiveness will be made a regular exercise. **Constant review** of training implementation will be carried out.

Our endeavour will be to attain convergence in trainings. Therefore, training modules contain elements of convergence, MIS and fund flow management of different programmes.

### Box 2: Lessons Learnt

During the review it came to light that:

- i) trainings are mostly supply driven with practically no system of skill gaps and training need identification;
- ii) there was no proper module and study material;
- iii) target group for each training unclear; and
- iv) no system of feedback from trainees for improving implementation design of the scheme

## 5. TRAINING NEED ANALYSIS

With a view to identify training needs at various levels and understand the limitations of the current training delivery mechanism, a detailed TNA was carried out in the year 2008-09 in collaboration with the Panchayati Raj Department and GTZ. The current training system and its delivery through the SIRD and PRTI was studied and the following needs were identified programme wise:

**i) MGNREGA**

<b>Sr. No.</b>	<b>Training Needs</b>	<b>Target Groups</b>	<b>Name of Institution</b>
1	Basics of MGNREGA implementation	PRI representatives and Grass Root Level functionaries i.e. Gram Rozgar Sewaks, Panchayat Sahayaks/Secretaries, Takniki Sahayaks, Superintendents in BDO offices and SEBPOS.	Block Samiti Hall and Zila Parishad and DRDA Halls
2	Basic Technical Aspects and Record Maintenance	Takniki Sahayaks, Pradhans, Panchayat Sahayaks/Secretaries.	PRTIs
3	Structural aspects of major rural development projects	JEs, AEs and XENs.	SIRD
4	Options on convergence	BDOs, POs, PDs, line Department Officers, DPOs and PRI representatives of Zila Parishad and Panchayat Samitis.	-do-
5	Social Audit	BDOs, Pradhans, Panchayat Sahayaks/Secretaries, Gram Rozgar Sewaks.	-do-
6	MIS and M&E	BDOs, Computer Operators, Gram Rozgar Sewaks.	DRDAs and SIRD
7	Maintenance of Accounts	Accountants in BDO offices, DRDAs, Gram Rozgar Sewaks and Panchayat Sahayaks/Secretaries.	DRDAs & Directorate
8	Identification of concerns of women in implementation	BDOs, POs, Women PRI representatives.	SIRD & Panchayat Bhawan, Shimla

**ii) IWMP**

<b>Sr.</b>	<b>Training Needs</b>	<b>Target Groups</b>	<b>Institution</b>
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No.			
1	Common Guidelines under IWMP	PRI representatives and WDT staff, JEs, BDOs and POs.	DRDAs & SIRD
2	Preparation of DPRs	PIAs, WDT staff	SIRD
3	Structural aspects of major rural development projects	JEs, AEs and XENs.	-do-
4	Options on convergence	BDOs, POs, PDs and WDT staff.	-do-
5	MIS and M&E	BDOs, PIAs, Computer Operators and WDT staff.	-do-
6	Maintenance of Accounts	Accountants in BDO offices, DRDAs, WDT staff and Panchayat Sahayaks/Secretaries.	DRDAs

iii) TSC

Sr. No.	Training Needs	Target Groups	
1	Basics of TSC implementation	PRI representatives, School Teachers and Anganwari Workers.	BDO offices and DRDAs
2	School & Anganwari Sanitation, Design and Maintenance	School Heads, Teachers Incharge, CDPOs and ICDS Supervisors.	-do-
3	Structural aspects of Toilet Design	JEs, AEs and XENs.	SIRD
4	Options on convergence	BDOs, POs, PDs.	-do-
5	MIS and M&E	Computer Operators.	DRDAs
6	Solid & Liquid Waste Management	PRI representatives, BDOs and POs.	SIRD

iv) SGSY/NRLM

Sr. No.	Training Needs	Target Groups	Institution
1	Basics of Group Formation and SGSY implementation	PRI representatives, LSEOs and SEBPOs.	SIRD
2	Activity Identification	BDOs, POs and PDs.	-do-

	<b>and Marketing</b>		
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**v) IAY/AAAY**

<b>Sr. No.</b>	<b>Training Needs</b>	<b>Target Groups</b>	<b>Institution</b>
<b>1</b>	<b>Basics of Scheme and Identification of beneficiaries</b>	<b>PRI representatives, LSEOs and SEBPOs.</b>	<b>DRDAs</b>
<b>2</b>	<b>MIS</b>	<b>Computer Operators</b>	<b>DRDAs</b>

**vi) Office Management**

<b>Sr. No.</b>	<b>Training Needs</b>	<b>Target Groups</b>	<b>Institution</b>
<b>1</b>	<b>Basics of Office Management and Procedures</b>	<b>BDOs, Supdts. and Sr. Asstts. Of the Department</b>	<b>SIRD</b>
<b>2</b>	<b>Budgeting and Financial Management in Government</b>	<b>BDOs, Supdts. and Sr. Asstts. of the Department</b>	<b>-do-</b>
<b>3</b>	<b>Double Entry Book Keeping</b>	<b>Accountants</b>	<b>DRDAs</b>
<b>4</b>	<b>Public Grievance Redressal</b>	<b>PDs, POs, BDOs, DDs</b>	<b>SIRD</b>
<b>5</b>	<b>M&amp;E</b>	<b>-do-</b>	<b>-do-</b>
<b>6</b>	<b>RTI</b>	<b>-do-</b>	<b>-do-</b>

**6. TRAINING DELIVERY MECHANISM**

A multiple agency model of training implementation will be followed with specific earmarking of training roles for each Institution. Currently, the training infrastructure is available at Block level in BDOs offices, DRDAs, Zila Parishad Halls, PRTIs and SIRD. A large number of training institutes imparting specialized trainings under MGNREGA, Watershed Management, SGSY have also been identified for conducting trainings. Basic training under all the programmes to PRI representatives at Panchayat and Samiti level and grass root staff will be provided at Block

level, for Zila Parishad representatives at District level in DRDA and Zila Parishad Halls.

<b>Sr. No.</b>	<b>Name of Training Institution</b>	<b>Trainings</b>	<b>Category</b>	<b>No. of trainees</b>	
<b>1</b>	<b>SIRD (70)</b>	<b>MGNREGA (25)</b>			
		<ul style="list-style-type: none"> <li>Structural aspects of major rural development projects <b>(5)</b></li> </ul>	<ul style="list-style-type: none"> <li>JEs, AEs and XENs.</li> </ul>	200	
		<ul style="list-style-type: none"> <li>Options on convergence <b>(10)</b></li> </ul>	<ul style="list-style-type: none"> <li>Officers of line departments/ RDD, PRI's</li> </ul>	400	
		<ul style="list-style-type: none"> <li>Social Audit <b>(5)</b></li> </ul>	<ul style="list-style-type: none"> <li>BDOs, Panchayat Sahayaks/Secretaries, Gram Rozgar Sewaks.</li> </ul>	200	
		<ul style="list-style-type: none"> <li>MIS <b>(5)</b></li> </ul>	<ul style="list-style-type: none"> <li>PO's, BDO's, Computer Operators.</li> </ul>	150	
		<b>IWMP (10)</b>			
		<ul style="list-style-type: none"> <li>Preparation of DPRs <b>(5)</b></li> </ul>	<ul style="list-style-type: none"> <li>PIAs, WDT staff</li> </ul>	200	
		<ul style="list-style-type: none"> <li>MIS <b>(5)</b></li> </ul>	<ul style="list-style-type: none"> <li>BDOs, PIAs, Computer Operators and WDT staff.</li> </ul>	200	
		<b>TSC (15)</b>			
		<ul style="list-style-type: none"> <li>Structural aspects of Toilet Design <b>(5)</b></li> </ul>	<ul style="list-style-type: none"> <li>JEs, AEs and XENs</li> </ul>	200	
<ul style="list-style-type: none"> <li>Options on convergence <b>(5)</b></li> </ul>	<ul style="list-style-type: none"> <li>BDOs, POs, PDs, line Department Officers, DPOs and PRI representatives of Zila Parishad and Panchayat Samitis.</li> </ul>	200			
<ul style="list-style-type: none"> <li>Solid &amp; Liquid Waste Management <b>(5)</b></li> </ul>	<ul style="list-style-type: none"> <li>PRI representatives, BDOs and POs.</li> </ul>	200			
<b>SGSY (10)</b>					
<ul style="list-style-type: none"> <li>Basics of Group</li> </ul>					

		<p>Formation and SGSY implementation <b>(5)</b></p> <ul style="list-style-type: none"> <li>• Activity Identification and Marketing <b>(5)</b></li> </ul> <p><b>Office Procedures (10)</b></p> <ul style="list-style-type: none"> <li>• Basics of Office Management and Procedures <b>(3)</b></li> <li>• Budgeting and Financial Management in Government <b>(3)</b></li> <li>• Public Grievance Redressal <b>(2)</b></li> <li>• M&amp;E<b>(2)</b></li> </ul>	<ul style="list-style-type: none"> <li>• PRI representatives, LSEOs and SEBPOs</li> <li>• BDOs, POs and PDs.</li> <li>• BDOs, Supdts. and Sr. Asstts. of the Department</li> <li>• BDOs, Supdts. and Sr. Asstts. of the Department</li> <li>• PDs, POs, BDOs, DDs</li> <li>• PDs, POs, BDOs, DDs</li> </ul>	<p>200</p> <p>100</p> <p>120</p> <p>120</p> <p>60</p> <p>60</p>
<b>2</b>	<b>PRTIs (20)</b>	Basic Technical Aspects and Record Maintenance <b>(20)</b>	<ul style="list-style-type: none"> <li>• BDOs, Supdts. and Sr. Asstts./ Clerks Of the Department</li> </ul>	500
	<b>PRTI's (20)</b>	Basic technical skills course for Technical Assistants <b>(20)</b>	<ul style="list-style-type: none"> <li>• Technical Assistants</li> </ul>	1000
<b>3</b>	<b>DRDAs (27)</b>	<p><b>MGNREGA (5)</b></p> <ul style="list-style-type: none"> <li>• Maintenance of Accounts <b>(3)</b></li> <li>• MIS <b>(2)</b></li> </ul> <p><b>IWMP (4)</b></p> <ul style="list-style-type: none"> <li>• Common</li> </ul>	<ul style="list-style-type: none"> <li>• Accountants in BDO offices, DRDAs, Gram Rozgar Sewaks and Panchayat Sahayaks/Secretaries.</li> <li>• Computer Operators, Gram Rozgar Sewaks.</li> <li>• PRI representatives and</li> </ul>	<p>1500</p> <p>1000</p> <p>1000</p>

		<p>Guidelines under IWMP <b>(2)</b></p> <ul style="list-style-type: none"> <li>Maintenance of Accounts<b>(2)</b></li> </ul> <p><b>TSC (10)</b></p> <ul style="list-style-type: none"> <li>Basics of TSC implementation<b>(5)</b></li> <li>MIS<b>(5)</b></li> </ul> <p><b>IAY/AAI (4)</b></p> <ul style="list-style-type: none"> <li>Basics of Scheme and Identification of beneficiaries <b>(2)</b></li> <li>MIS <b>(2)</b></li> </ul> <p><b>Office Procedures (4)</b></p> <ul style="list-style-type: none"> <li>Double Entry Book Keeping <b>(4)</b></li> </ul>	<p>WDT staff, JEs, BDOs and POs.</p> <ul style="list-style-type: none"> <li>Accountants in BDO offices, DRDAs, WDT staff and Panchayat Sahayaks/Secretaries.</li> <li>PRI representatives, School Teachers and Anganwari Workers</li> <li>Computer Operators,</li> <li>PRI representatives, LSEOs and SEBPOs.</li> <li>Computer Operators</li> <li>Accountants</li> </ul>	<p>1000</p> <p>5000</p> <p>100</p> <p>1200</p> <p>100</p> <p>100</p>
<b>4</b>	<b>BDOs &amp; Zila Parishad (616)</b>	<ul style="list-style-type: none"> <li>Basics of MGNREGA implementation <b>(4 in each Block)</b></li> <li>Basics of TSC implementation <b>(4 in each Block)</b></li> </ul>	<ul style="list-style-type: none"> <li>PRI representatives and Grass Root Level functionaries i.e. Gram Rozgar Sewaks, Panchayat Sahayaks/Secretaries, Takniki Sahayaks, Superintendents in BDO offices and SEBPOs.</li> <li>PRI representatives, School Teachers and Anganwari Workers.</li> </ul>	<p>15000</p> <p>15000</p>
<b>5</b>	<b>Specialised Institutes (15)</b>	SGSY <b>(5)</b> , Watershed & MGNREGA <b>(10)</b>	<ul style="list-style-type: none"> <li>BDOs, POs, PDs, line Department Officers, DPOs, J.E's , A.E's, EE's, Takniki Sahayaks, SEBPO's, LSEO's</li> </ul>	300

(Figures in Bracket give number of trainings to be carried out in 2011-12)

## **7. TRAINING MATERIAL**

In order to ensure uniformity and proper orientation of the trainees, it is imperative to develop training material. A lot of work has already been done in this field and adequate reading material for the participants. For non-programme-based trainings as per the modules approved by the department, the reading material will be developed and arranged by the HIPA for all the participants. Technical and financial manuals of RDD will also be used. For programme based trainings, manuals developed by the RDD will also be supplied. In addition for water-related works, the Manual developed by the Baba Amte Foundation has already been circulated upto the G.P level by the Department. Districts have also material for various categories of stakeholders.

## **8. PERSPECTIVE PLAN FOR 11-16**

Based on the core concerns identified at para 2 above and training strategy outlined at para 3 above, a Perspective Plan for the next five years is placed at Annexure-‘A’.

## **9. TRAINING CALENDAR FOR 11-12**

The Training Calendar for the year 2011-12 is placed at Annexure-‘B’.

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Annexure-‘A’

**TRAINING CALENDAR FOR THE**  
**YEAR 2011-12**

**1. SIRD**

	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>August</b>	<b>Sept.</b>	<b>October</b>
<b>MGNREGA</b>	Structural aspects Convergence	Social Audit MIS	Convergence MIS	Structural aspects Convergence	Social Audit Convergence	Convergence MIS	Social Audit Convergence
<b>IWMP</b>	DPRs	DPRs	DPRs			DPRs	DPRs
<b>TSC</b>	Convergence SLW	Toilet Design SLW	Toilet Design SLW	Toilet Design SLW	Toilet Design SLW	Convergence	Convergence
<b>SGSY/NRLM</b>	Group Formation	Group Formation Activity identification	Group Formation	Group Formation	Activity identification	Activity identification	
<b>Office Procedure</b>				Budgeting	Budgeting	Office Mgt.	Office Mgt.

	<b>November</b>	<b>December</b>	<b>January</b>	<b>February</b>	<b>March</b>
<b>MGNREGA</b>	Structural aspects Convergence	Social Audit MIS Convergence	Structural aspects Convergence	Structural aspects Convergence MIS	Social Audit
<b>IWMP</b>	-	-	-	-	-
<b>TSC</b>	Toilet Design	Convergence	Convergence	-	-
<b>SGSY/NRLM</b>	Activity identification	Group Formation		Activity identification	
<b>Office Procedure</b>	Budgeting	Office Mgt.			

**2 PRTI**

	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>August</b>	<b>Sept.</b>	<b>October</b>
<b>MGNREGA</b>	Tech. aspects (2)	Tech. aspects(2)	Tech. aspects (3)	Tech. aspects(2)	Tech. aspects(2)	Tech. aspects(3)	Tech. aspects(3)

	November	December	January	February	March
<b>MGNREGA</b>	Tech. aspects(3)	Tech. aspects(3)	Tech. aspects(3)	Tech. aspects(2)	Tech. aspects(2)

### 3 DRDA

	April	May	June	July	August	Sept.	October
<b>MGNREG A</b>		Maint. of accts.	MIS	Maint. of accts.	MIS	Maint. of accts.	
<b>IWMP</b>	Common guidelines(I WMP)						Common guidelines (IWMP)
<b>TSC</b>	MIS	Basics of TSC imple.	Basics of TSC imple.	MIS	Basics of TSC imple.	Basics of TSC imple.	Basics of TSC imple.
<b>IAY/AYY</b>	Basics of scheme	MIS	MIS	-	Basics of scheme	-	-
<b>Office proc.</b>	Double Entry		Double Entry	Double Entry			Double Entry

	November	December	January	February	March
<b>MGNREGA</b>					
<b>IWMP</b>					
<b>TSC</b>	MIS	MIS			
<b>IAY/AYY</b>					
<b>Office proc.</b>					

### 4 BDO office & Zila Parishad.

	April	May	June	July	August	Sept.	October
<b>MGNREG A</b>	Basics of MGNREGA imple.	Basics of MGNREGA imple.	Basics of MGNREGA imple.		Basics of MGNREGA imple.		
<b>TSC</b>	Basics	Basics	Basics	Basics			

	November	December	January	February	March
<b>MGNREGA</b>					
<b>TSC</b>	-	-	-	-	-

**Annexure-‘B’**

**TRAINING NEEDS TO BE CARRIED OUT UNDER MGNREGA**

<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
Technical Aspects Individual beneficiary Convergence MIS Social Audit	Technical Aspects Individual beneficiary Convergence MIS Social Audit	Technical Aspects Mahila issues Convergence MIS Social Audit	Technical Aspects Mahila issues Convergence MIS Social Audit

**TRAINING NEEDS TO BE CARRIED OUT UNDER TOTAL  
SANITATION CAMPAIGN**

<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
Sustainability of Sanitation Status achieved by GPs(Focus on vulnerable sections of the society including aged and migratory persons)	Sustainability of Sanitation Status achieved by GPs. Coverage of the new Households schools and Angawadis	Sustainability of Sanitation Status achieved by GPs and review of guidelines for MVSSP School Sanitation reward Scheme and MPPY	Sustainability of Sanitation Status achieved by GPs by the use of re survey and data analysis
Technological Options for SLWM with area specific approaches	Technological options for IHHL, School & Anganwadi Toilets and SLWM)	Technological Options (Focus on ECOSAN, twin pit technology for the re constructed toilets)	Technological Options (Focus on ECOSAN, twin pit technology for the re constructed toilets)
School Sanitation (Head of School Sanitation Cells/SMCs)	School Sanitation (Responsibility sharing by the school Children for	School Sanitation (Review of the sanitation status in the Schools)	Review of School Sanitation for identification of gaps

	sanitation)		
Anganwadi Sanitation (ICDS Dept. with emphasis on child health)	Anganwadi Sanitation (ICDS Dept (Focus on new communities)	Emphasis on Issues related to child health and importance of Sanitation.	Emphasis on Issues related to child health and importance of Sanitation.
Orientation of newly elected PRIs (Special focus on IEC and community mobilization and resource generation)	Expanding the scope of orientation for newly elected PRIs (Beyond sanitation penal provisions)	Review of the trainings received by the PRIs and their use made (Beyond sanitation )	Orientation of newly elected after election of 2015 PRIs (Beyond sanitation)
Solid Liquid Waste Management (How generate resources from the waste with knowledge about the type of waste)	Orientation of Line Dept. officials (Special focus on SLWM)	Solid Liquid Waste Management ( Universal introduction of technologies like Composting Bio Gas and recycle of waste in the Panchayat)	Solid Liquid Waste Management ( Universal introduction of technologies like Composting Bio Gas and recycle of waste in the Panchayat)
Management of Sanitary Complexes. (Community involvement and need for maintenance of SCWs)	Handing over of Sanitary Complexes to the community	Issues regarding Management of Sanitary Complexes.	Management of Sanitary Complexes.
General convergence issues of TSC with other Departments	Prevalent issues for convergence of TSC with other Departments	Convergence of TSC with other Departments to fill up gaps	Convergence of TSC with other Departments to fill up gaps
Monitoring & Evaluation of the new emerging areas and their reporting	Monitoring & Evaluation	Monitoring & Evaluation	Monitoring & Evaluation

### **TRAINING NEEDS TO BE CARRIED OUT UNDER WATERSHED MANAGEMENT PROGRAMME**

<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
Sensitization of PRIs Representative/ Voluntary Organizations, SHGs, UGs, Village community. About participatory watershed Management. I	Participatory Watershed Management and Livelihoods Planning. Project Provisions etc.	Project management Planning, implementation, post project sustainability and Exist protocol.	Sensitization of watershed Community, Representatives of PRIs SHGs UGs, VOs about Watershed Management Projects and expected results.
GIS application, Trainings on Preparation of Detailed Project Reports (DPRs), Action	GIS application, Trainings on Detailed Project reports (DPRs)	GIS application, Implementation Strategy, DPR preparation,	GIS application, Preparation of Preliminary Project Report, Detailed

Plan, Watershed development Plan.	preparation and Project management	Action Plan, Marketing awareness	Project reports (DPRs), Action Plan, Watershed development plan.
Technology inputs for Programme Management contour mapping, selection of activities/ structures Structural in Watershed area.	Selection of activities under Watershed Management, Role of Technical Experts, Project Implementing process etc.	.Technology inputs for Programme Management, Planning, Formulation of Action Plan, contour mapping, identification of structures as per location.	Participatory Natural Resource Management, Watershed Development Plan, Project implementation process, selection of activities
Scope of Convergence with ongoing schemes, Need of convergence, strategy for convergence.	Options Convergence, Watershed development Plan, Action Plan.	Project process and Convergence with ongoing schemes, Action Plan Watershed Development Plan etc.	Project process and Convergence with ongoing schemes, Action Plan Watershed Development Plan etc.
MIS process, Monitoring, Evaluation, online reporting	MIS, Monitoring & Evaluation, data generation and expected results from Watershed Management Projects.	MIS, Monitoring, Evaluation, Online reporting, data generation, outcome and impact.	MIS operation, Monitoring, Evaluation, impact study, outcome and results.
Maintenance of Accounts, Budgeting, record keeping, data generation	Maintenance of Accounts, contribution towards Watershed development fund and its utilization. Project funds etc.	Maintenance of Account, Fund management, project Rule, Financial Rules and budgeting process.	Maintenance of Accounts, Fund management, project Rule, Financial Rules and budgeting process.

**TRAINING NEEDS TO BE CARRIED OUT UNDER NRLM**

<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
Sensitisation Group formation Skill Development Identification of activities Marketing Development	Skill Development Economic Activities Women Concerns Marketing Development	Skill Development Economic Activities Women Concerns Marketing Development	Skill Development Economic Activities Women Concerns Marketing Development

**TRAINING NEEDS TO BE CARRIED OUT UNDER IAY/AAY**

<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
Convergence Data Management & MIS	Convergence Data Management & MIS	Convergence Data Management & MIS	Convergence Data Management & MIS

**TRAINING NEEDS TO BE CARRIED OUT UNDER OFFICE MANAGEMENT**

<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
Budgeting ICT application & Process re-engineering Office Management Public grievance redressal M&E RTI	ICT application & Process re-engineering Office Management Public grievance redressal M&E RTI	ICT application & Process re-engineering Office Management Public grievance redressal M&E RTI	ICT application & Process re-engineering Office Management Public grievance redressal M&E RTI