

ANNEXES - I

**National Capability Building Framework (NCBF) for
Panchayati Raj Elected Representatives and Functionaries
Executive Summary**

Introduction and Basic Principles underlying the Framework Design:

The devolution of functions to panchayats to a large extent depends on the capability building of the elected representatives and officials of panchayats. Taking this aspect into cognizance, the 7th Round Table of State Ministers of Panchayati Raj in 2004 adopted several action points relating to the subject of training and capacity building. These action points provide the underpinnings for the design of the National Capability Building Framework.

With the overarching objective of making panchayats institutions of self government, the NCBF is designed to train the elected representatives and officials of panchayats, pressure groups within the Gram Sabha such as SHGs, CBOs, and also officials of higher levels of government.

- It encompasses training, provision of adequate functionaries, technical assistance and other support to Panchayats and provides for orientation to key officials to help them serve effectively in facilitating the panchayats in the performance of devolved functions.
- It aims at improving grassroots democracy by giving appropriate orientation to the stakeholders to deliver better and imbibing good lessons from grass root experiences.
- Training being an important element of the framework, it focuses on information sharing, and the process of exploration, discovery and growth. It emphasizes on the training of SCs, STs, and women.

Content of the Framework:

The framework segregates the training content and phases the training programme into three thematic parts. The thematic parts are: (i) Building the right mindset, (ii) Basic skill building for planning and implementation, and (iii) Consolidation through interaction and networking. The framework design prescribes activity mapping, informs the stakeholders about the responsibilities of the governments at all levels and advocates coordination between various stakeholders.

The training methodologies, as part of the framework, include a mechanism of large-scale rollout through satellite or distance training and participatory training to facilitate intensive local support. Interactive satellite based training prescribed in the framework is a composite approach to effectively and rapidly cover a large number of trainees. Combined satellite and face-to-face training and mixed group training is also a part of the framework. The framework has provisions such as training for ICT skills, strengthening and consolidating capability through interaction and networking, campaigns at Gram Sabha level, Panchayati Raj TV channel, community radio, national panchayati raj newsletter, formation of networks of Panchayat elected representatives, extensive use of IT, one year refresher course, visits to identified beacon Panchayats, etc.. The framework also covers provision of infrastructure for satellite training and extension training centres at the intermediate panchayat level.

Resource Persons for Implementing the Framework:

The framework provides for the creation of a pool of resource persons through three-step cascade training. The selection of the resource persons is to be done by judging

their right aptitude, mindset and commitment for imparting skills concerning key development programs. The pool will comprise of satellite training anchors and presentors, and national resource persons at the central level, and state level master resource persons, district level resource persons, state level master resource persons for IT, and district level resource persons at the state level. At the national and state level, trainers are expected to train state level master trainers, who have experience in training and implementation of government schemes. The resource persons at the district level must be stakeholders and participants in panchayati raj.

Development of Training Materials:

Training materials preferably in local language and dialect should be presented in pictorial forms. The training materials may comprise of folk resources, reference handbook for Panchayats, charts, wallpapers and posters related to Panchayats. Workshop discussions, individual interviews and dramatized plays should be prepared in electronic form for a better understanding. In the preparation of the training materials, Panchayat representatives, Resource Persons, NGOs should be involved.

Programme Management, Evaluation, and Documentation:

The framework prescribes for monitoring of the outcomes against the qualitative parameters given in the training programme. The criteria for monitoring the outcomes must be chosen so that they are clearly identifiable, observable, verifiable and quantifiable. The framework indicates that training program management needs to be decentralized and adapted to the local needs. As per the framework, the NIRD will work closely with the Ministry of Panchayati Raj in a joint management group that will oversee the implementation of the programme. The state level Training Managing Committee will be responsible for giving policy guidelines regarding training, and reviewing and implementation of the Capability Building Framework.

Estimation of Costs of Implementing the Framework:

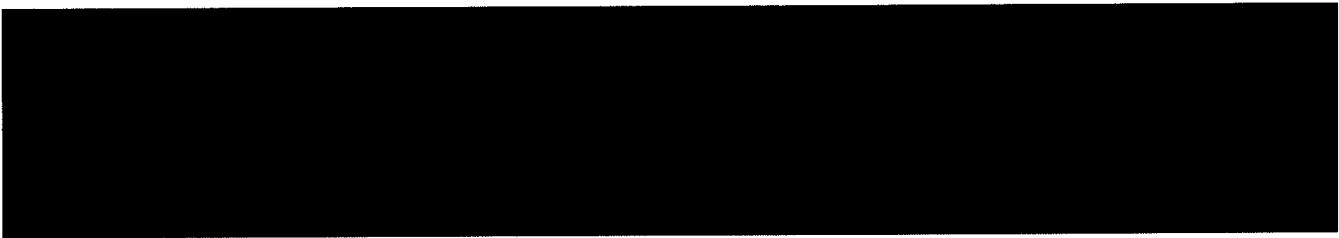
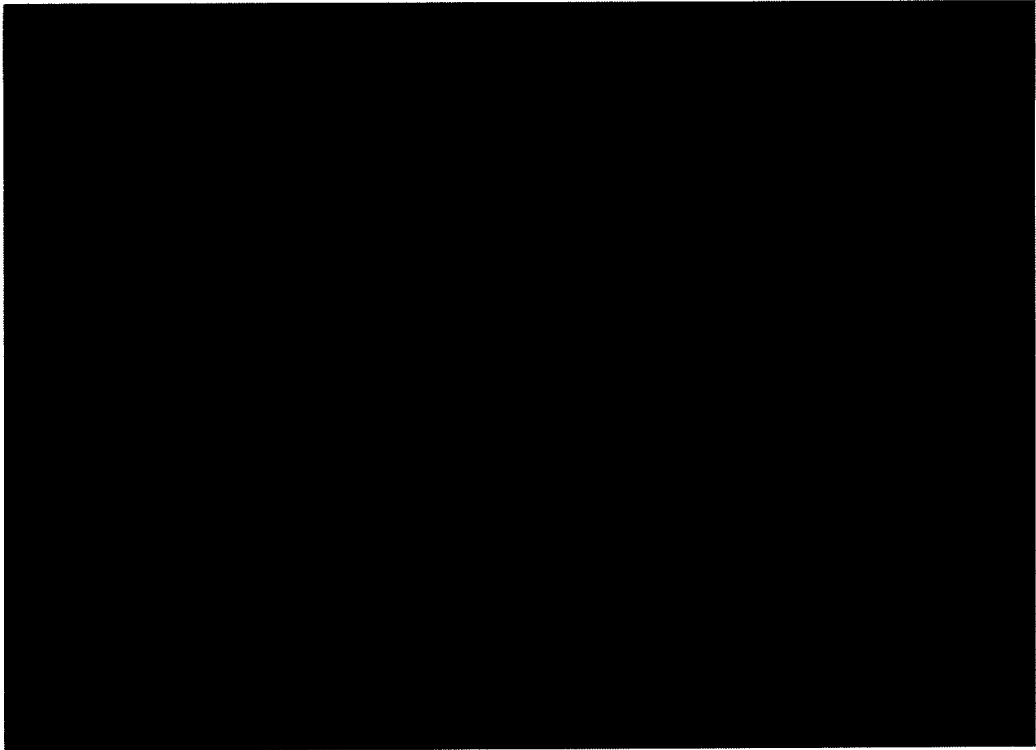
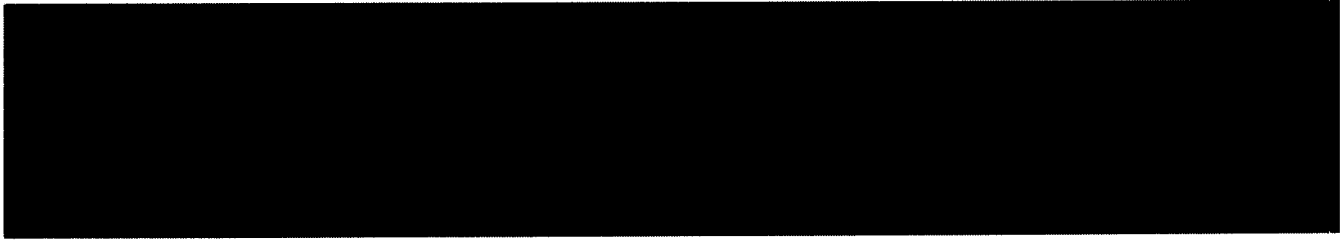
As the training process under the framework will undergo continuous improvement and refinement, cost revision would help in the modifications in the training strategies. As prescribed in the framework, every state is required to prepare a project report that looks at the implementation of every aspect of the framework. In this regard, the Ministry of Panchayati Raj can provide technical assistance for preparing state specific implementation framework.

The framework asserts that the convergence of the training effort will help in avoiding duplicity and redundancy in the training process. The Ministry may also prepare a stand alone training programme for a one-time training for all concerned including Panchayat members. Creation of a common fund for capacity building is advocated in the framework, which will facilitate smooth and continuous training of PRI elected representatives and functionaries at all levels.

ANNEXES - II



Capacity Building of the PRI
in Orissa (2007 – 2008)



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1. Background

In 1952 Prime Minister of India introduced the 1st Five Year Plan with emphasis on Community Development Blocks and de-centralization of powers to local bodies. The Community Development and National Extension Service Programme were introduced in Orissa. Till 1958 Orissa had 124 Blocks, which increased to 307 in 1960 and subsequently to 314. In 1956 Sri Nabakrishna Choudhury, Chief Minister of Orissa had the distinction of introducing Anchal Sasan in Orissa in continuation to Gram Sasan as mentioned in the Orissa Gram Panchayat Act of 1948. The system continued till 3 tier Panchayati Raj Institutions came into force. Although the Panchayat Samiti and Zilla Parishad Acts were passed in 1959, the Zilla Parishad came into being only in 1961 and Orissa was one of the few States in the country which adopted 3 tier Panchayati Raj system based on recommendations of Balwant Raj Meheta Committee which lasted till 1967 when Zilla Parishad was abolished. In 1990 Zilla Parishad was re-introduced through a path breaking innovation like reservation of 33 % seats for women and holding elections in 1992 prior to passing of 73rd Amendment of Constitution of India. Despite dissolution of Panchayati Raj in August 1, 1995 as election were not held in accordance with the provision of 73rd Amendment of the Constitution of India, the elections were finally held in 1997 after lapse of one & half years. The elections to Panchayati Raj was held in February, 2002 after the distinction of complying two major amendments of Constitution of India i.e. 73rd Amendment and Panchayat Extension to scheduled Areas Act 1996 where in the posts of 3 tier institutions in scheduled areas were reserved for members of Scheduled Tribes.

The third generation Panchayats will be in position in Orissa from March 2007. A large majority of PRI members, particularly those from the weaker section viz. the SCs, the STs, the OBCs & Women are elected. These functionaries of PRIs, in order that the PRIs live up to the expectation that their establishment had generated, need to know the limits of their domain, jurisdictions, authority and under pinning principles that have gone into the setting up of the PRIs. To be able to do so, there is need to build their capacity and empower them. For providing a sustained professional back-up, so that they have the up-to-date knowledge on the dynamics of development programmes, training programmes have to be worked out to improve the efficiency & effectiveness of the Panchayati Raj functionaries.

In the year 2007 (February - March), election to 3-tier Panchayati Raj bodies was held in the State of Orissa. More than 100000 PRI representatives are elected and assumed various positions at their respective level.

2. Situation Analysis

The 73rd Amendment to the Indian Constitution has created a powerful impact on the decentralized governance in India by according a constitutional status to the Panchayati Raj System by inserting some provisions in it. Article 243-G has provided that the state legislatures may give them the powers and authority to enable them to function as institutions of self-government. They may also make laws for the devolution of powers and responsibilities upon the Panchayats for the preparation and implementation of plans and schemes for economic development and social justice on the 29 subjects listed in the Eleventh Schedule of the Indian Constitution.

In the above backdrop, it is worth mentioning that the governance can really become a process of empowerment if the PRI leaders are rightly equipped with the capacity and capability to manage their responsibilities. There is absolutely need of a mass sensitization campaign to inform people how important it is for them to contribute to the growth of their own decentralized institutions through vigorous practice of democracy. Capacity building will concentrate with two aspects namely training and continuous hand holding through voluntary participation. Moreover both skill training and attitudinal training will have to proceed in tandem.

The past initiative of "Capacity Building and Training" has been reviewed and it has been felt that it is not adequate to meet the challenges of training and capacity building requirement of the PRIs of the State. Some modest capacity building initiative was made by SIRD and other Voluntary Organizations of the states to sensitize elected representative of three-tier PRIs. However, a sound and effective training strategy is yet to be developed in a consensus mode, (GO & VO Partnership) to enhance the capacity of PRI leaders to plan, manage, administer and supervise the programmes of their own, Ministry of Rural Development (MORD), Ministry of Panchayati Raj (MOPR) and other agencies like VO & NGOs for better enhancement of Physical Quality Life Index (PQLI) and bringing rural prosperity spreading over 6,234 GPs, 314 Panchayat Samities, 30 Zilla Parishads.

Existing Gaps

Looking at the current scenario of the PRIs in Orissa we can enlist the existing gaps needs to be addressed in a capacity building project for the PRIs in Orissa.

1. Lack of "Rule and Role clarity" among elected representatives of three-tier PRIs resulting in poor management of their own office as well as programmes meant for the betterment of the rural areas.

2. PRIs are viewed as an end not a means due to poor devolution of 3Fs (i.e. Function, Functionary and Funds), resulting Panchayat being treated as a agency for implementation of rural development programmes and not as a unit of self governance unit
3. The Panchayats are not enjoying the institutional autonomy and freedom rather they are treated as subordinate agency of Govt.
4. There is a mis-match of function and resource due to reasons like lack of manpower, inadequate capacity, vision, control over executives and moreover due to lack of coordination, supervision, non-convergence among various departments and stakeholders working at Panchayat level.
5. The Panchayat in Orissa are focusing mostly on the issues of economic development of local nature without having a holistic view of integrated development of the Gram Panchayat. As a result, the social and development issues like education, health, sanitation, gender, equity and inclusive growth, promotion of micro enterprises are over looked and marginalized.
6. Interestingly, what positive role PRI can play in various other sectors is not even known to the leaders due to their lack of knowledge among various other schemes.
7. The de-regimentation of programme administration is one of the challenges for the PRIs.
8. Further lack of transparency, involvement and partnership of people has added to the failure of programme management by the PRIs. Social mobilization is also missing in the functions of PRI Institutions.

As a whole, it is worth mentioning that "Lack of awareness, skills, involvement and partnership of people & departments and more importantly absence of positive attitude and leadership among PRIs have been the stumbling block for laying down better road map for decentralized governance in Orissa through PRI Institutions.

Need for a systematic approach to Training and Capacity Building

It is essential that everybody involved with the PRIs in Orissa, be the elected Panchayat representatives or officials at 3-tier PRI level are aware of each others roles and responsibilities. It is very important that all the stake holders get involved in the process of development. The Government of Orissa has keen interest and resources under various schemes such as National Rural Employment Guarantee Act, Backward regions Grant Fund Programme etc. Thus

appropriate support for the training and capacity building will ensure the success of this initiative in Orissa.

The third generation of the PRI members will have the challenging task of performance delivery of the existing and mandated schemes and programmes of MoPR, MoRD and GoO. They will also have to prove their ability in successful delivery of the few activities devolved so far (although very small in number) in the most efficient and effective manner enabling them to demand for greater decentralization and devolution of powers and functions in respect of the subjects mandated under the 73rd Amendment of constitution of India. Apart from this the PRIs will also have to realize (earlier the better) that they are not mere implementer contractors of schemes and programmes of GoO and Gol, rather they are managers of rural development initiatives where their role extends beyond implementation of wage employment programmes to planning, coordination, supervision, monitoring and feedback of rural livelihoods, and social development issues including health and sanitation, primary education and realizing MDGs. To enable the PRIs to discharge the above stated tasks there is a need for effective training, capacity augmentation and handholding.

Past efforts of the Government and NGOs have not only been inadequate but also they were mostly disjointed. There were no coordinated efforts in reaching out to all the elected representatives and the officials of the PR Institutions. Besides no strategic action has been initiated in the past to acquaint PRIs and their functionaries in the entire gamut of subjects they are supposed to manage. In the absence of a comprehensive effort the PRIs have unfortunately evolved as mere implementing contractors in respect of the few wage employment programmes resulting in allegations of poor quality of delivery and rampant corruption. Line departments and ministries in GoO cite the above as reasons for not devolving more powers and functions with the lame excuse of an inefficient and incapable PRI. This apart, due to lack of appropriate knowledge (K), skill(S) and attitude (A), the PRIs are not able to guide, direct and effectively control the functionaries at all levels in the efficient discharge of their mandated roles. Taking advantage of the fluid KSA of the PRIs, the functionaries don't treat them as the major players / masters of rural planning and development and governance. This leads to an environment of suspicion and mistrust resulting in lack of coordination and cooperation. This has ultimately hampered the growth of PRIs as pillars of decentralized governance.

NREGA and RTI

It is essential that everybody involved in NREG Act, be they elected Panchayat representatives or officials at 3-tier PRI level are fully conversant and believe in the ideals that underlie the NREG Act namely that is a large scale attack on chronic rural poverty. Taking into consideration of the fact that NREG Act is primarily designed to be a potent instrument of rural poverty alleviation, it is necessary that the context of NREG Act is properly explained to the stakeholders

involved in the programme at different levels. It is worth mentioning here that in order to develop the capacity of the elected representatives at 3-tier PRIs along with the officials it necessary to provide a systematic training intervention on conceptual understanding of NREG Act and its related features especially RTI and Social Audit for better implementation of EGS in the State.

It is roughly estimated that the GoO is able to spend 100 Cr (INR) for the training and capacity building programmes over the next five years i.e. an annual budget of 25 - 30 Cr (INR) would be spent for the training and capacity building exercises under various schemes and programmes like NRHM, WCD, Primary Education, Water and Sanitation, Agriculture and Horticulture, Fishery, Animal Husbandry, NREGA, SGSY, BRGA, DPEP etc. So the need of the hour is not to conduct solitary training exercises but to have a comprehensive and integrated Training and Capacity Building vision for the PRIs in Orissa.

The following table depicts the demand driven Central Allocation to Orissa for the year 2006 – 07

Sl. No.	Programmes	Central Allocation (INR lakhs)
1	NREGA	78380.49
2	SGRY (11 Districts)	9623.95
3	SGSY	6729.73
4	IAY	15042.66
5	TSC	67868.65
6	RWSP	10332.00

Source: MoRD Advertisement in "SAMAJ" – Leading Oriya Daily dated 01/04/2007

In line with the capacity building of the PRIs as per the National Capacity Building Framework, the project will help to initiate and make a structure for the capacity building exercises of the PRIs in Orissa. Capacity Building being one of the most important components of the various government schemes and programme, this project holds its importance in developing a capacity building vision for the state of Orissa.

The initiatives as envisaged under the project will not only educate the elected representative of three-tier PRIs with the system of Panchayati Raj and decentralized governance and enable to them in acquiring the knowledge and necessary skill in planning and implementation of programmes of rural and social development but also will bring about a behavioral change in relationship among the elected representatives and Govt. officials at the grass root level to work for the rural poor and create a culture of good and responsive governance.

Considering the primary role of the functionaries in implementing the various schemes and programmes of the PRIs, their capacity in respect of program contents and attitude to work with elected representatives needs to be created and augmented.

CSO are also another important player in community development and quality of life improvement. They have a significant role in creating awareness in communities and empowering them in terms of vision building and transferring the vision into reality through effective grassroots participatory planning, implementation and monitoring. Thus CSOs can play a very supportive and complimentary role for the PRIs in not only reaching out to the communities for inclusive growth but also for reflecting the communities' expectations and aspiration in the plans of the PRIs at various levels. They can also support PRIs in effective participation of communities in the implementation and monitoring process for better results.

Elected representatives, Executive functionaries and NGO/CSOs need to be capacitated for realizing effective governance.

While the capacity development of the above three set of people is desirable, the present proposal covers the PRIs in an intensive manner while a cursory approach is considered for the functionaries and the NGO/CSO and executives.

State Institute of Rural Development, Gopabandhu Academy of Administration and NIRD are the major institutes potentially suited for conducting the training of the PRI in Orissa. SIRD with its existing Infrastructure and being the key training Institute has the capacity of becoming the nodal agency for the project. A brief description on the strengths and weaknesses of SIRD and the Extension Training Centres is given in Annexure II.

Past statistics of the number of training programs conducted by SIRD shows its ability to conduct on an average 100 training programmes in a calendar year thus training not more than 2500 PRI members. In addition to SIRD, ETCs and other related departments for the training and capacity building the total number of training programs that may be conducted with the existing infrastructure and management facilities will not exceed more than 250 programs per year i.e. just over 6000 people may be trained which is a miniscule percentage considering the task of training more than 100000 people under the programme of training and capacity building. With the current infrastructure of SIRD and the ETCs, it is not possible for conducting such a huge task of training over 100000 stakeholders of the PRI system in Orissa. SIRD would hence be required to form partnership with Private Institutions / NGOs / CBOs / Academic Institutions / Universities / Government Organizations who will be able to provide with the infrastructural and logistics support as per the set norms.

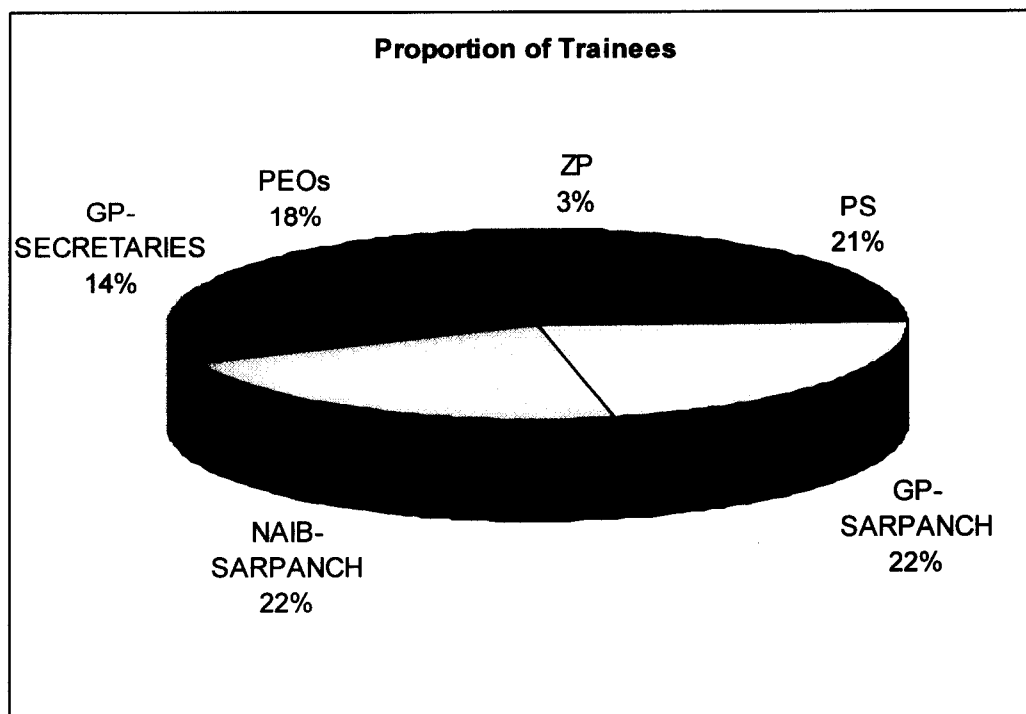
Over 100000 PRI members need to be trained in different thematic areas. Training on each thematic area would be for a period of 3 days. Each participant will undergo 15 days of training to complete all the modules listed under this training programme. Thus a total of more 1500000 training days have to be designed for this project. Each batch for training will have about 25 - 30 participants.

Approximate estimated cost for conducting one training (which includes cost of training venue, training infrastructure, training kit, food and lodging of 30 trainees per batch and the trainers, TA/DA(according to the norms set by the government) for the participants and other incidental costs) is approximately 45000 (INR). Thus one time training cost will amount over 90 Cr (INR). Other costs include the cost of developing a pool of resource persons, development of training materials, implementation and management cost.

Considering the constraints of time and resource this project proposes to support the cost of training (on cost sharing basis) for 6234 Sarpanches, 6234 Naib Sarpanches, 6234 Panchayat Samiti members and 1000 ZP members along with 4000 GP Secretaries and 5000 Panchayat Executive Officers (PEOs). Thus 28556 personnel would be trained (on cost sharing basis) during this project.

LEVELS	No	Total No of members	No of members to be trained	Batches
ZP	30	854	854	34
PS	314	6234	6234	208
GP-SARPANCH	6234	6234	6234	208
NAIB- SARPANCH	6234	6234	6234	208
GP- SECRETARIES	6234	4000	4000	133
PEOs	6234	5000	5000	166
TOTAL			28556	957

Critical PRIs & Functionaries



3. Objectives of the Project

Within the scope of the National Capability Building Framework for Panchayati Raj Elected Representatives and Functionaries this project will focus on the following objectives:

- Making the PRI members acquainted with various procedures and processes of handling the PR structures, system and the operational modalities in Orissa in the light of the Constitutional Provisions, State Govt. Acts & Rules and Executive Orders, 150 Resolutions of 7 Round Tables, PESA and the Joint MOU;
- Provide the PRI members with necessary information, knowledge base and the operational skills in easy and simple methods to plan, implement and manage efficiently various rural development subjects/programmes under the purview of the Panchayati Raj and other relevant Departments;
- Provide appropriate and necessary trainings to different stakeholders under the Panchayati Raj system for delivery of improved governance with higher performance through better inter-and intra-institutional relationships and coordination thus enabling the 3 tier panchayati raj system to function as institution of Self Governance.
- Establishing an efficient and reliable in-house/in-state pool of localized resource persons for undertaking continuous, systematic and regular trainings and capacity building initiatives and the accompanying process for the PRI members and other stake holders of the PRI system.
- To design a need-based, simple and comprehensive training programme for different stakeholders of the Panchayati Raj System in Orissa which can be made available as an established institutional requirement by itself;
- To add significant value to the existing vision building initiative for Capacity Development of PRIs in the state of Orissa.

4. Project Description

Decentralization is an important means to achieve greater impact in combating poverty, as decentralized governments are likely to be closer and responsive to the needs of the poor, and to implement policies and programmes in a pro-poor manner. The overall objective of the project would thus be to provide catalytic support and create an enabling environment for decentralization at the State level and to strengthen endowment of the local government with sufficient autonomy and resources to respond to local needs. This project will aim to enable Panchayat elected representatives to upgrade their knowledge and skills to better perform their responsibilities as community representatives.

More than 100000 PRI elected members, officials of PRD and other related departments and related civil societies needs to be trained ideally for an effective, efficient and empowered Panchayati Raj Systems in India. However considering the constraints of time and resources UNDP would extend support for training of over 28000 personnel comprising of elected members, government officials, NGO / CBOs etc. It is expected that after project period the government will own the training process / model thus evolving out of the project and make SIRD the nodal agency, thus providing with proper support in the future.

While designing the training programme, the following principles will be followed:

1. Training cannot be envisaged as a single one-time intervention and must be periodically repeated as a longer and continuous process of transformation and development.
2. The focus of training is not upon a one way information flow alone. It is a process involving both trainers and participants in a common inter-learning situation. Trainers should be objective and non-judgmental in outlook and ought to evoke and stimulate thinking.
3. Training cannot provide ready-made answers but must provide space and time for 'trainees' to reflect on and analyze their situation and seek solutions to their problems.
4. Learning occurs best in a non-threatening environment which encourages people to be active.
5. Participants come to the training programme with significant pre-knowledge, experience and native wisdom, which needs to be recognized and its full potential realized.

6. Building of awareness regarding human rights, rights of women, children, disabled, dalits and tribes, right to information and regarding responsibilities as citizens of a pluralistic, democratic society is an essential part of training.
7. Emphasis needs to be placed on the attitudes and skills necessary to interact and work with other people's organizations like Cooperatives, NGOs, Self-Help Groups and Users' Associations.

The training and capacity building exercise during this project period will focus in bringing about a behavioral change to the different stakeholders of the PRI system in Orissa, to carry out their duties in an effective and efficient manner.

During this project a pool of resource persons / trainers will be formed who will be imparting training on selected subjects based on the activity mapping of the PR Department, GoO. A scientific training calendar, a comprehensive training module, a user friendly training kit and a need based training methodology will be developed. Standard will be defined for infrastructure requirement, qualification and quality of trainers, venue of training, honorarium and other expenditures for conducting training, number of participants in each training programme, quality of manuals etc.

Every training programme will be followed by a self evaluation of the participants, whereby the participants will provide useful feedback on the training methodology, the training process, the interpersonal skills of the trainers, the facilities provided for the training, the training manuals and kit, their learning from the training and most importantly how they could relate the subjects with their field experiences. This will also help in standardizing the training process during the course of the project.

It is expected that the government of Orissa will provide the appropriate financial and infrastructure support for conducting extensive training to the elected and the non-elected members of the Panchayati Raj Institutions.

All the training materials and manuals will be published by SIRD and will be responsible to maintain, update and upgrade the training materials with the help of the pool of resource persons. The project will emphasize on a selected number of subjects, based on the activity mapping, considering the constraints of resource and time. However SIRD will be able to assist and enhance the capacity of various departments in the preparation of related training materials according to the set standards.

As mentioned above (in situation analysis) it is not possible for SIRD and the state owned training institutes to provide infrastructure to conduct such a huge programme of Capacity Building of the PRIs in Orissa, it would go for partnership with Private Institutions / NGOs & CBOs, Academic Institutions / Universities / Government Organizations who will be able to provide with the infrastructural and logistics support for conducting the training programmes. The partner

organizations will conduct the training programmes through the pool of resource persons identified by SIRD.

UNDP will implement the project partnering with the SIRD and will primarily have the role of Quality assurance. DFID will put funds for the successful implementation of the project in Orissa.

The "Capacity Building of the PRI in Orissa" projects has two important aspects, (1) Development of a comprehensive training material for the capacity building exercise and (2) conducting training and capacity building programs at the various level of the Panchayati Raj system.

For meeting the requirements for the development of the comprehensive training material a consortium approach will be taken whereby NGO, Government Organizations, Development Agencies, Private Organizations, Academic Institutions etc will be part of the consortium. The Project Executive Group will select the partners of the consortium defining their roles and responsibilities.

SIRD as the Apex training institute of the Panchayati Raj Department, will take the lead responsibility for executing the training and capacity building program through Principal agent – franchisee model. SIRD will be responsible for all financial transactions in this regard.

5. Strategy

The capacity building of the PRI would start with a detailed Need Assessment followed by Curriculum Design, Selection of the State level Master trainers and District level field trainers, Preparation of the Training Calendar, Training Module and the Training material / Training Kit, Preparation of the training manuals, Training of the Master trainers, Training of the District level trainers, Multi location Training of the PRI members, the government officials, NGO and CBO, institutionalization of the training programme, Development of Training Vision for the state of Orissa and Impact Assessment.

Each training programme would be residential whereby all the trainees would stay at the site of the training for the duration of the training for a period of 3 to 5 days. The number of trainees per group will not exceed 30 persons. The training would follow a multi-media approach with physical training through trained resource persons, Gramsat based audio- visual training and Gramsat based expert interaction (one way video and two ways audio). Quality training material would be developed with support of experts which would include printed texts (subject oriented texts, supporting case studies, real/ animated stories, games and group / individual exercises and role plays, and appropriate audio-visual source books. Presenter Neutral texts and material will be developed as part of the resource kit. Simultaneously a monitoring team comprising of representatives from the state level master trainers, government officials and experts working on decentralization, governance issues and PRI would monitor the progress (both physical and qualitative) of the project. The monitoring team will meet once in every month at the state level to review the progress.

All the training modules and materials will be developed by State Institute of Rural Development (SIRD) and will be updating them and regularly add new concepts, methods and innovations as and when required. This will institutionalize the training and capacity building process in a long run. As it is not possible to develop all modules for all the departments under this project the Government of Orissa may instruct the respective departments to do so. However to bring in uniformity in standards the Government may ask the different departments to take the guidance of SIRD for the preparation of the training modules and materials.

A key strategy of this project will be to integrate some of the initiatives that have already been undertaken under the Orissa Civil Society Support Programme (OCSSP) being supported by DFID. The OCSSP aims to support activities that contribute to improving accountability, responsiveness and transparency through enhanced dialogue and collaboration with government and non government partners. Its current focus is on decentralisation and on strengthening local

governance. Those civil society organisations working with OCSSP will also be strategically engaged so that their collective experience of working at the grass roots levels also feeds into this initiative.

Tasks to be covered during the project

1 Need Assessment

- 1.1 Assessment of the Infrastructure Present and Required – complete assessment of the existing infrastructure would be undertaken focusing on issues like space availability, connectivity, required hardware support, place of the training etc.
- 1.2 Need for training for a mix of PRI members – a complete need assessment will be undertaken to understand the training need of the different members of the PRI system. It is obvious that all the PRI members need not undergo the same kind of training. Newly elected members (for the first time) need a comprehensive training whereas the members who were elected before may be aware of much of the processes and the structure of the PRI system. Hence their training need may slightly differ from that of the first time elected representatives. So the comprehensive need assessment will help in designing customized training modules for the different types of PRI members.
Even the process of training for the educationally challenged members needs to be designed.
- 1.3 Need for training of the Department officials – the department officials need for training will vary depending upon their past experience with the PRI system, the position and the responsibilities undertaken by the officials and their educational background.
- 1.4 Need for the training of the NGOs/ CBOs – need assessment on the objectives of the organizations, capacity of the organizations, their previous work experiences to work with the PRI system etc.

2 Curriculum Design – Many organizations and institutions are already carrying out a number of training programmes on empowerment of the PRI members at the state and the district levels. It is also important to mention here that the state do possess a wide variety of resource materials, teaching and learning lessons and methods, documents and other valuable modules and manuals. First of all a compilation of such existing materials can bring in a vast wealth of resources which can be packaged according to the needs and the requirements of the target community or the audience. Besides, a few rapid professional workshops can be of great help to develop concrete and very useful training materials.

3 After the detailed Need assessment exercise a brain storming workshop would be conducted to conceptualize the training curriculum. The outcome