

of the workshop will be a detailed curriculum design for all the stakeholders at the state, District, block and village level. The total set of modules would group into few thematic areas (**the proposed list of modules is mentioned in Annexure III**). The training modules will be designed; the IEC Package and Module for ITP/In-house/Off-campus developed by SIRD out of this assistance will have to be followed by CSO/ Training Institutions conducting training programmes for PRIs with the support of UNDP.

**4 Selection of Trainers:** A team comprising of academicians, government practitioners, experts in the field of Panchayati Raj etc. will be responsible for the orientation and training of a pool of state level master trainers.

4.1 Selection of State level Master Trainers (100 Nos.): a pool of 100 state level master trainers will be selected and will be assigned the job TOT for the district/block level trainers. Apart from training the field level trainers, this group will also be responsible for the continuous monitoring of the field level training looking both on the qualitative aspect and also keep a watch on the targets to achieve. An attempt will be made to identify and include the existing PRI members if found suitable to be developed as future master trainers. It may be taken as a note that the existing or even the retired/experienced PRI members can be of immense value to the capacity building aspect of the Panchayat governance. The selection can be carried out with the help of a set of selection criteria.

4.2 Selection of District Level Field Trainers (400 Nos.): a pool of 400 field level trainers will be responsible mainly for the implementation of the programme. They will conduct training at the district/block level.

**5 Preparation of material**

5.1 Conceptualization and Brainstorming State level workshop: would be conducted at Bhubaneswar where more than 150 participants from Academic Institutions, Experts, Government Departments, Civil Societies involved with the Panchayati Raj System will be invited from all over India. The brainstorming workshop will bring out issues related to the need for capacity building exercise and also issues related to the training methodology and the curriculum design. More over the participants will also display the various training materials available with them in their language.

5.2 Collection and Compilation of the training material: The brainstorming state level workshop and a comprehensive desk research will result in a decent collection of study and training materials for the capacity building of the PRI members, the related government department officials, NGOs and other civil society organizations. A comprehensive desk research will be conducted to

gather as much as training material available for the training of the PRI members, officials of the related departments, NGO and other civil society organizations in different languages across different states in India existing in different forms such as text, audio visual material, multimedia etc

As the initial step all the materials available in different languages will be translated in English. An editorial team will then screen, edit and compile the relevant materials and convert them into Oriya. Keeping in mind the target trainees the materials will to be presented – a mix of text, pictorial and multimedia kit. A training kit / training handbook will also be developed and passed on to the PRI members undertaking the training.

- 5.3 **Preparation of Printed and Multimedia Materials:** DFID will support for the printing of 30000 nos. of training material during the project. It is expected that the rest of the printing work will be undertaken by GoO. All materials will be printed under the banner of SIRD.

- 6 **Training:** Once the training calendar, modules and the training materials are ready, SIRD and 3 ETCs of the State will take up Training programmes for the Elected Executive heads and Executive Officers of 3-tier PRIs and members and extension officials of 3-tier PRIs, related government departments and civil society organizations in in-house and off-campus mode. A networking with like minded CSOs and Resource Institutions will be evolved to handle this massive capacity building drive for PRI Elected members of 2007-12 by way of organizing 3 days duration of training programme. The training programme for above clientele will be organized as per the thematic modules on Panchayati Raj developed under this project. Standard norms will be set for the costs of personnel involved in the training process including their honorarium, required infrastructure for conducting the training programmes and the composition of the groups to be trained. The entire expenses relating to organization of this training programme will be met by Panchayati Raj Department, Govt. of Orissa.

Each training session will constitute of class/ training session by Physical trainer followed by virtual classroom sessions by experts, Question and answer session, Management Games, Case Study Analysis and self evaluation.

- 6.1 **Training of Trainers** – A complete assessment has to undertaken to train the State level Master trainers and District level Field Trainers according to their role in the project. The state level master trainers will be trained by experts and resource persons from National Resource Agencies working with the Panchayati Raj System in India. 100 state level resource persons and 400 district / field level trainers will be trained for the work.

- 6.2 **Structuring the training process** – Development of the Training Methodology and the Training Calendar is very critical for the success of the project.
- 6.3 **Physical training:** will be conducted at the state, district and block level for different stake holders according to the pre defined training methodology and the standard norms set for the training.
- 6.4 **Training using ICT:** Interactive Training Programmes would be conducted with the use of ICT at the state, district and the block level using Training Development Communication Channel (TDCC) Network presently commissioned by ISRO, Ahmedabad in collaboration with ORSAC, Bhubaneswar in the state of Orissa. This 2 way Audio & 1 way Video networking is also being by SIRD for Training / Conferencing for the different priority programme/topics of PR Deptt. for officials, Non-officials, NGOs & Programme beneficiaries working in the field of Panchayati Raj Administration.
- 6.5 **Evaluation of the trained participants:** Self evaluation will be done by the participants to understand their learning. The training methodology will be developed after a brainstorming workshop which will not only focus on the training and information dissemination but also on self and peer group assessment to understand the effectiveness of the training programme. Management games and Group activities will help the members to assess their performances.

## **7 Monitoring and Evaluation**

- 7.1 **Constitution of a monitoring team:** A monitoring team will be constituted of the state level master trainers, experts, and academicians who would submit monthly and quarterly progress reports to the state steering committee. The team will meet every month to discuss the progress and the quality aspect of the program.
- 7.2 **Monthly and Quarterly Reports:** will be submitted by the monitoring team to state steering committee and SIRD.
- 7.3 **An online training and capacity building monitoring system** will be established for ensuring timely progress and the quality of training.

## **8 Exposure Visit**

- 8.1 **Exposure visit to different state:** The State level Master trainers and the experts dealing with the training process needs to be exposed to similar initiatives in different parts of India. Also study tour for the designing of the curriculum is needed.
- 8.2 **Local exposure visits:** for the Participants will help in information and knowledge sharing and will contribute in developing the quality standards for the training programmes.

- 9 Institutionalization of the Training Process:** It is important to develop a training structure which will sustain after the project period is over. SIRD will be the nodal agency for the project and thus will hold the ownership for the training modules and the training process. SIRD will be continuously conducting similar capacity building programmes based on the norms and standards defined and set during this project. SIRD will be maintaining the database of the pool of in-house and external resource persons created during the project period and will hire their services according to the set norms as and when required. The responsibility of modification and updating of the training modules, the addition of new modules and removal of non relevant modules in future, lies solely with SIRD.

It is envisioned that by the end of the project SIRD is capacitated to take the initiative of capacity building process forward. SIRD is expected to become an autonomous institution with well defined institutional setup. To make a sustainable training effort in state the following actions are expected from the Government of Orissa during the project period.

- Make SIRD a society autonomous in its Management and Finance
- Enable SIRD to conduct large scale training programs across the state using its standard training curriculum through a set of academic institutions, private organizations, NGO/CBOs in a franchisee model (GoO and PRD would empower SIRD to select partners based on norms set by GoO during the project)
- Empower SIRD to be financially sustainable through levy of a service charge in all the training programs conducted under its banner as per government approved norms.
- The GoO would develop a Training Vision and make necessary policy for enabling PRIs to function effectively
- Government will empower the governing body of SIRD to manage its operations as per the norms of the GoO (a operational manual would be developed and approved by GoO)

All the above stated actions are expected to be taken by GoO before six months of the official closure of the project.

## 6. Management Arrangement

**United Nations Development Programme (UNDP)** will implement this project in consultation with the Government of Orissa... The project will receive strategic direction and guidance by a **State Steering Committee (SSC)** established at the state level. It will consist of Commissioner cum Secretary, Panchayati Raj Department as Chair person, Representative of Planning Department, Representative of the Finance Department, DFID, Representative of UNDP, Team Leader, UNDP Orissa, Director Panchayati Raj, Director SP, Director Tripti, Joint Secretary NREGA, Deputy Secretary Capacity Building, Director/Asst. Director SIRD, Representatives from concerned partners (NGO/CBO). SSC will meet at least once every quarter. The state Government and/or UNDP could suggest inviting experts or concerned Ministries and departments from the Government of India.

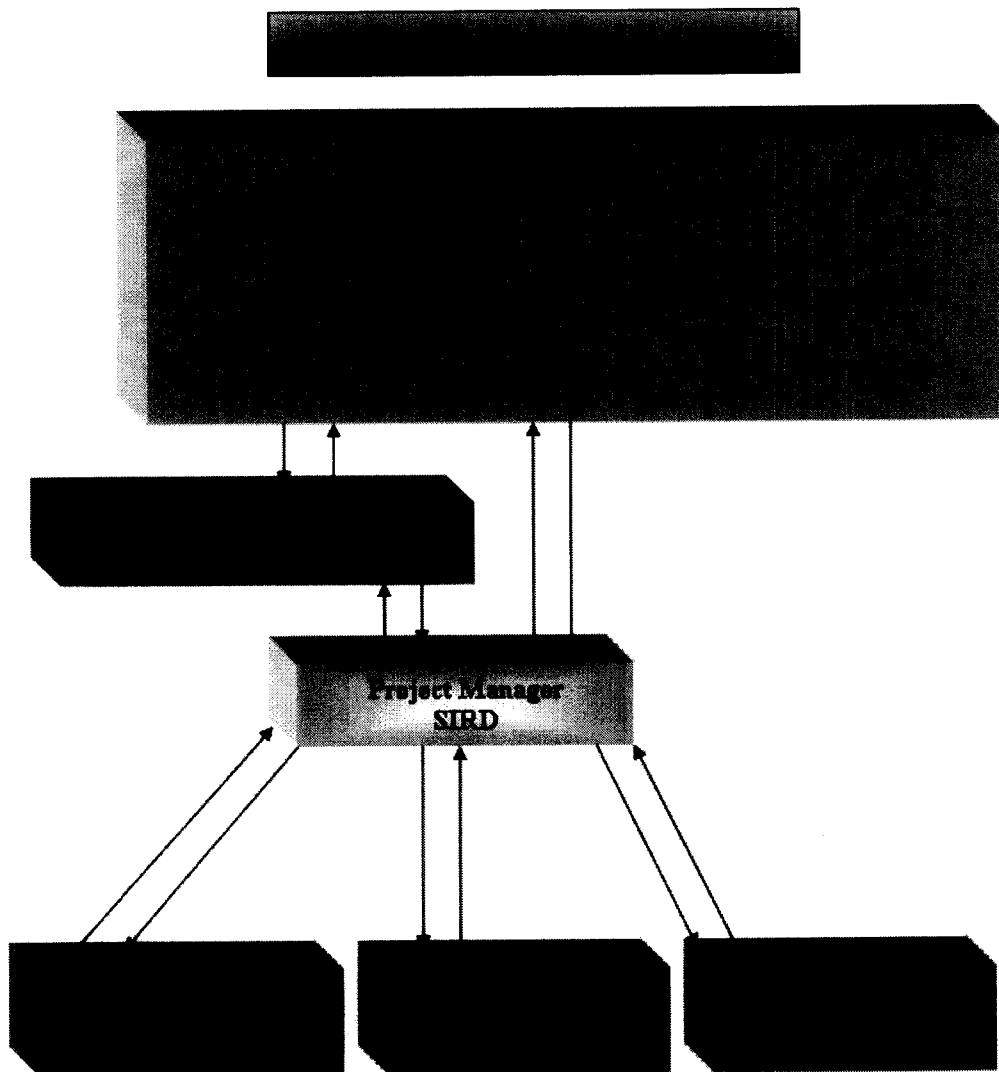
**Project Executive Group**, headed by the **Commissioner cum Secretary, Panchayati Raj Department**, GoO would have **Team Leader, UNDP – Orissa**, (senior supplier responsible for the technical feasibility of the project activities), representation from **SIRD** and **DFID**. This Group would meet every two months to review the progress of the programme and approve work plans and financial utilization plans. This committee would assign the responsibility of delivering the outputs within the stipulated time line as per the scheduled.

**Project Assurance:** The Project Assurance role will support the Project Executive Group and the Outcome Board by carrying out objective and independent project oversight and monitoring functions. During the implementation of the project, this role ensures (through periodic monitoring, assessment and evaluations) appropriate project management milestones are managed and completed. Team Leader, UNDP, Orissa assumes this role.

**Project Manager:** The project manager would be responsible for day-to day management and coordination of implementation of the various components of the programme. The project manager would be accountable to the Project Executive Group and would be assisted by a Project Support Unit comprising of resource persons on various thematic areas and project implementation personnel. Project Assurance Group of UNDP would assess all aspects of the project's performance and deliverables associated with the project implementation and would support resource mobilization for the programme activities and establishment of inter-linkages with the other thematic areas of UNDP interventions towards achievements of the Millennium Development Goals (MDGs). This role of UNDP ensures appropriate project management milestones are managed and completed for which UNDP would nominate an officer who will not be the project manager.

The **UNDP Country Office in Delhi**, through the **Team Leader of Orissa programmes** and the project manager, would liaise with DFID and other units within UNDP for convergence, and to provide guidance for smooth implementation of the project.

Sl. No.	Group / Person	Role
1.	<b>State Steering Committee (SSC)</b> - Commissioner cum Secretary, Panchayati Raj Department as Chair person, Representative of Planning Department, Representative of the Finance Department, DFID, Representative of UNDP, Team Leader, UNDP Orissa, Director PRaj, Director SP, Director Tripti, Joint Secretary NREGA, Deputy Secretary Capacity Building, Director/Asst. Director SIRD, Representatives from concerned partners (NGO/CBO).	The SSC will meet once in every quarter to review the project progress and judge for the achievements of the goals and objectives of the project. Will provide guidance when needed for the execution of the programme.
2.	<b>Project Executive Group</b> - Commissioner cum Secretary, Panchayati Raj Department, GoO, Team Leader, UNDP, Orissa, Representative of DFID, Director SIRD	Review the progress of the programme and approve work plans and financial utilization plans. This committee would assign the responsibility of delivering the outputs within the stipulated time line as per the scheduled
3.	<b>Project Assurance</b> : Team Leader, UNDP, Orissa	Support the Project Executive Group and the Outcome Board by carrying out objective and independent project oversight and monitoring functions. Ensures (through periodic monitoring, assessment and evaluations) appropriate project management milestones are managed and completed. Will be responsible for the monitoring of the Project.
4.	<b>Project Manager</b> : Project Manager, SIRD, Orissa	Responsible for day-to day management and coordination of implementation of the various components of the project.
5.	<b>Advisory Committee</b> : Representatives from Academic Institutions, Community Development Practitioners, Representatives from the State Judiciary	Will advise the Government and the implementing agency on effective implementation of the project.



**Agreement with the State**

UNDP and the Panchayati Raj Department, GoO will sign an agreement defining the roles and responsibilities of each party for the successful implementation of the project. It is expected that the Govt. of Orissa will agree to the proposition to fund SIRD who in turn will make funds available to the partner agencies providing logistic support for conducting the training and capacity building exercises. State will make available the required the GRAMSAT facility to the venues selected for the training and the capacity building exercises as per the training calendar developed during the project period. The cost sharing will be according to the approval of the State Steering Committee (details mentioned in 11, Budget and cost Sharing).

UNDP will be the implementing agency for the project and will be responsible for the quality assurance of the project. UNDP will work closely in coordination with

the Panchayati Raj Department, GoO and State Institute of Rural Development (SIRD) which will be the nodal agency for conducting the training and the capacity building of the PRI.

#### **Release of Fund**

A formal agreement between DFID and UNDP will highlight the details of the terms and conditions for the transfer of funds. A timeline will be set in this regard on agreement of both the parties.

#### **Reporting System**

UNDP will submit quarterly Physical and Financial progress report of the project to DFID in mutually agreed formats. This apart the Project Manager will draw up a quarterly action plan on the basis of the annual work plan. He will submit an output/result wise monthly report to the quality assurance team and the Project Executive Group (PEG). The project manager is also responsible for the submission of Highlight and Checkpoint reports as per the RMG guidelines. It is expected that the PEG will also submit the PEG review reports to DFID and UNDP.



## 7. Monitoring and Evaluation

The primary responsibility of monitoring this project would be that of Department of Panchayati Raj, Government of Orissa supported by UNDP. Monitoring indicators would be developed by GoO and UNDP in consultation with experts. Monitoring would be an on-going process and independent agencies, NGOs and experts would be hired to ensure that there is transparency and accountability. Mid-course corrections would be made to ensure that this is a dynamic process.

It is proposed that the Project activities and its outcomes would be monitored by the Team Leader, UNDP, who will have the Project Assurance role and will be a member of the State Steering Committee. The monitoring would be done over a period of two years to ensure that the activities yield both quantitative outputs as well as qualitative outcomes and contribute towards the immediate objectives of the Project and also pave the way for their sustainability and efficacy in an enduring manner.

The Team Leader, UNDP, will submit monthly and quarterly progress reports to the UNDP/SIRD and the State steering Committee respectively. Monthly and quarterly review meetings will pursue these reports. Also case studies capturing the impacts of the training will be recorded. Performance sheet for each and every trainer will be maintained and scrutinized from time to time.

It is also envisaged to establish an effective mechanism in the form of an **Independent Advisory Committee** to interact with the trainee community and all other relevant stakeholders and advise the Government and the implementing agency on effective implementation of the project.

## **8. Risk and Limitations**

The programme is considered medium risk but will lead to a high impact.

This project illustrates the intentions of the Department of Panchayati Raj, Government of Orissa but its success solely depends upon the modalities and the process of implementation of the project. The success of the project will depend upon implementation of the training through SIRD and ETCs and the support from the Panchayati Raj Department in the state.

The UNDP/ DFID support envisaged under the Project is intended to build the capacity of the PRI members in Orissa however the success will depend upon the participation of the RRI members in the training Programmes.

Given the complexities involved in the implementation of such an ambitious programme with a large number of stakeholders at various levels, there are chances that some components of the project may be inordinately delayed. The success of the project depends largely on government ownership, particularly that of state governments and district officials.

It is important to make SIRD the nodal agency to own the project. SIRD will be responsible to create and maintain the pool of the resource persons for training of the PRI members and the related department officials during and after the project period.

## **9. Expected Outcomes**

The Overall Governance Capacity of PRI Members, officials of PRD, the Related Government Departments and Civil Societies improved for an efficient, effective and an empowered Panchayati Raj System in the State Orissa.

In view of the above outcome the following outputs are expected:

- Development of a workable and simple PRI Capacity Building (CB) Policy Guideline simplifying the CB organizational structure, system and an operational mechanism with a set of clear guidelines and a road map available for the state.
- A pool of well trained resource persons/ /trainers with specialization in specific theme areas for the training and the capacity building of the PRI members and the other stakeholders of the PRI system at the state and district levels is available.
- Development and availability of:
  - An Annual CB/Training Calendar for the state;
  - Standardized and comprehensive training programmes designed with established Modules, Manuals, Guidelines, Teaching Methodologies and Relevant Materials available for the PRI members and the related stakeholders of the PRI system.
- The Elected PRI Members and the Related Stakeholders are well aware and well versed about their respective roles, responsibilities, functions and the deliverables in managing the decisions and the affaires in PRIs.
- Proper Coordination and professional relationship between the PRI members and the different stakeholders of the PRI system improved.
- The Capacity Building Programme of the PRI Members and the Stakeholders is institutionalized and sustained in the State.

## 10. Budget and Cost Sharing

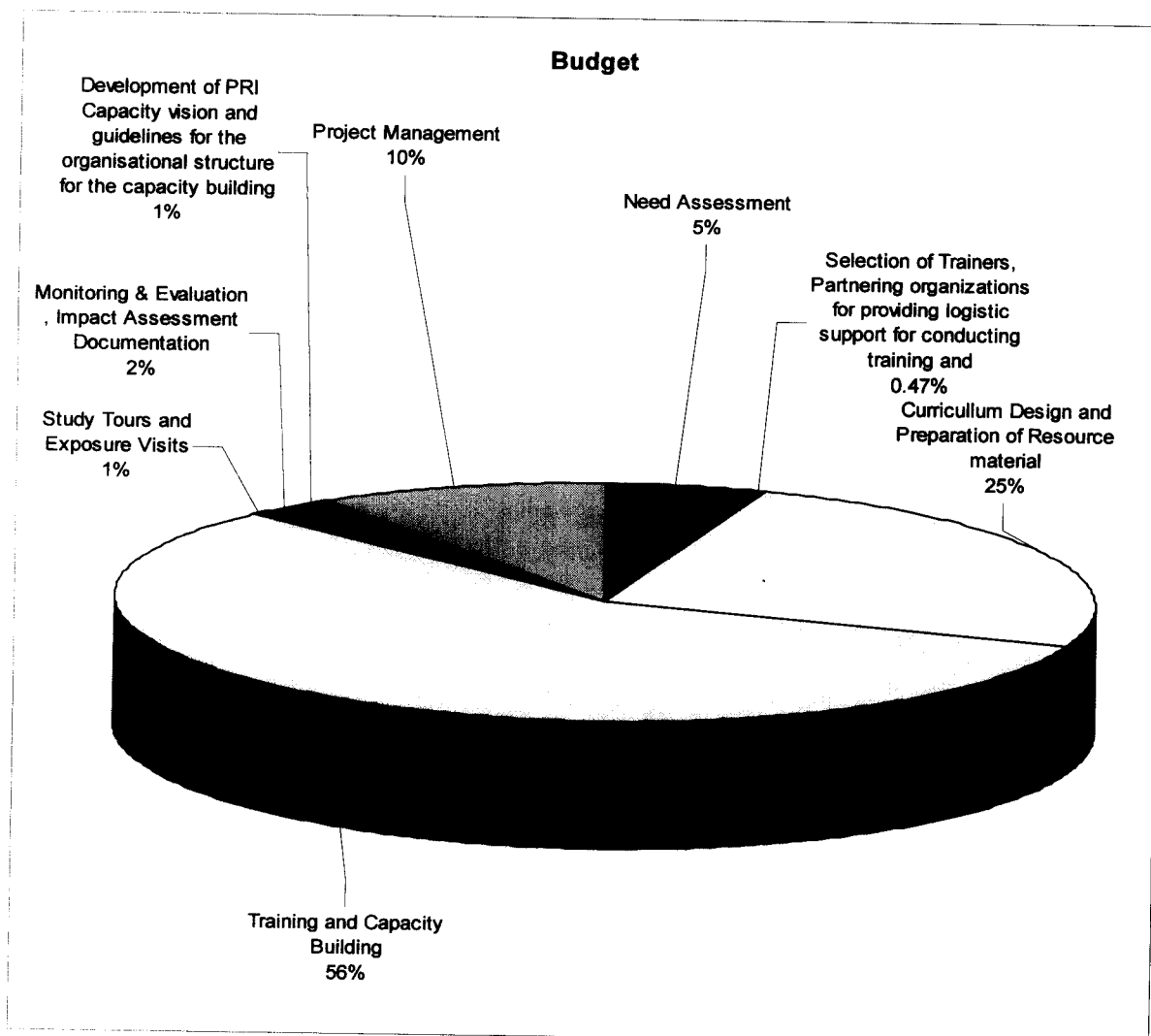
As mentioned ideally more than 100000 PRI members and government officials need to be capacitated for the better governance and devolution of power. But considering the constraints of time and resources UNDP would provide support for needs assessment, creating a pool of resource persons, preparation of a comprehensive training material, a training kit, monitoring and evaluation cost, partial support for the printing of training materials and training kit, project management and partial physical training (as mentioned in chapter 2 – Situation Analysis).

The GoO is expected to contribute towards the costs of training such as space rent and furniture rent, lodging and boarding of participants and escorts (in case of lady PRI members) and trainers, TA of trainees, stationery, equipment cost (except projector), connectivity and other incidental costs. As it is not possible for provide full support for the printing of the training material it is expected that the government takes the major job of printing the training materials and the training tool kit.

SIRD as mentioned in chapter 2, due to the lack of capacity will engage partnership for the implementation of the training and capacity building of the PRIs in Orissa. The partner organizations will be responsible for providing the logistic support according to the set norms by GoO. SIRD and the partner organizations will be paid a service charge based on the norms to be approved by the GoO (during the project period by the State Project Steering Committee) and the mutual agreement between SIRD and the partner organization.

The budget is outlined as follows:

BUDGET HEADS	AMOUNT (INR)
Need Assessment	3,000,000.00
Selection of Trainers, Partnering organizations for providing logistic support for conducting training	300,000.00
Curriculum Design and Preparation of Resource material	16,200,000.00
Training and Capacity Building	36,328,000.00
Study Tours and Exposure Visits	500,000.00
Monitoring & Evaluation , Impact Assessment Documentation	1,000,000.00
Development of PRI Capacity vision and guidelines for the organisational structure for the capacity building	500,000.00
Project Management	6,180,000.00
<b>TOTAL</b>	<b>64,008,000.00</b>



The proposed cost norms and the GoO contribution and UNDP / DFID for the different training program is mentioned in Annexure VII.

The detailed Budget is mentioned in Annexure V.

# **Annexure 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.

## Annexure II

### SIRD

The State Institute of Rural Development (SIRD) is the premier training Institute under the aegis of Panchayati Raj Department and working for the capacity building of officials, elected officials and non-officials working in the field of Panchayati Raj and Rural Development. It has been playing its own modest and credible role in the State by facilitating qualitative changes in programme implementation of various schemes through a process of training research, action research, consultancy, information dissemination (IEC) and information building. It is also associated with the formulation of communication strategy under various programme by way of developing annual report, A.V. materials, print materials and publicity of above in local languages.

### Training Achievements of SIRD

Year	Prog. Conducted	Trainees			Total Trainees
		Officials	Elected Rep.	NGOs & others	
2001-2002	94	1455	495	163	2113
2002-2003	49	692	319	257	1268
2003-2004	77	1260	1655	111	3026
2004-2005	105	2696	2541	183	5420
2005-2006	103	3751	2492	372	6615

Year	Inhouse SIRD		Off-Campus SIRD		ETCs		ITP (PRaj/SIRD)	
	No. of Prog.	Participants	No. of Prog.	Participants	No. of Prog.	Participants	No. of Prog.	Participants
2003-2004	57	1506	20	1520	64	1136	10	26,000 approx.
2004-2005	53	2894	30	2436	69	1157	8	17,000 approx.
2005-2006	71	3054	32	3561	61	1052	6*	10,000 approx.

\* More ITPs could not be taken up due to shifting of ITP Studio from Cuttack to Bhubaneswar.

The Existing Infrastructural Training of SIRD includes 2 – 3 Training Halls, 2 – 3 Class Rooms. These Training Halls and Class Rooms are not with the state of Art facilities for taking up participatory training, more like class room / lecture type.



The Faculties of SIRD comprises of two Assistant Director and six numbers of Instructors and one Jr. Instructor. These Faculty members are being deputed there from various line departments and three among them belongs to SIRD cadre.

As regards to hostel facilities although there is good infrastructure but it requires utmost renovation and repairs for giving healthy living and hospitality to the inmates visiting SIRD for training.

The library & reading room is there with around 15,000 books but it lacks proper management and man power to make it more reader-friendly.

On the whole, though SIRD has infrastructure but this infrastructure need to be become more service-friendly with respect to training.

### **Extension Training Centre (ETC)**

There are three Regional Training Centres under the administrative control of SIRD which are known as Extension Training Centre (ETC) located at Bhubaneswar, Bhawanipatna (Kalahandi) and Keonjhar covering the 30 districts under respective Regional Development Commissioners.

These ETCs are presently available with one Faculty and 4 – 5 numbers of supporting staffs. These ETCs requires utmost attention to make it more viable centre for training.

The Faculties assigned with the ETCs responsibilities are at the level of Departmental BDO who can hardly discharge their duties as trainer.

As regards to infrastructure each ETC is having with 2 – 3 class rooms, not with state of ART training equipments. In spite of above stated shortcomings, it is further observed that SIRD and three ETCs can play a vital role in facilitating basic orientation training to the newly elected PRI members during the year 2007-08 because it has the patronage of PR Department, Govt. of Orissa.

In the above backdrop, it is becoming very important to create the **quality training module, study material** and over & above a **cadre of resource persons** who can be the master trainer for taking up capacity building programme designed for them under this project at the district/block/govt. level either by GO or VOs.

The SIRD being the only major player in the PR Department for taking up training programme for elected representative has to orient its role and action programme under the project plan.

## SWOT ANALYSIS

### Strength

- Primary training institute for the PRIs in Orissa.
- Infrastructural Training of SIRD includes 2 – 3 Training Halls, 2 – 3 Class Rooms.
- Faculties of SIRD comprises of two Assistant Director and six numbers of Instructors and one Jr. Instructor.
- Hostel/Residential facilities for the trainees
- SIRD, Bhubaneswar is associated as nodal agency in organising training programme on Training Development Communication Channel (TDCC) Network
- A good library facility with over 15000 books

### Weakness

- Has the history of training only 2500 PRI members in a calendar year.
- Lacks service friendly management.
- Not an autonomous body in itself.
- Needs support for handling this type of project.
- Infrastructure needs renovation.

### Opportunities

- Government keen for the capacity building of the PRIs and SIRD as the primary training institutes.
- Emerge as the one of its kind institute for the training and capacity building not only in the state but also in the country.
- Will be the only institute with a huge pool of resource persons and resources.

### Threats

- Government interfering in the management decision making process.

## UNDP

UNDP works with countries in bringing governments closer to people and enabling better access to justice and public administration. This work supports efforts to develop greater capacity for the delivery of basic services.

The focus of UNDP's work in democratic governance in India includes supporting the Government of India in building capacities of Panchayati Raj Institutions (PRIs) or the Local Self-Government institutions in rural areas and urban local bodies to support improvements in service delivery and the achievement of development goals. Please refer [www.undp.org](http://www.undp.org) for further information.

Some of the potential partnering organizations along with their strengths and weaknesses are given below:

Name of the Institutions	Strengths	Weaknesses
APICOL	Leadership in APICOL is the great differentiator and the dynamism of the leader has improved its delivery and the flexibility in the decision making process. APICOL has not done it procedurally but due to the dynamism of its leader and his relationship with its Board. It is a niche player provides the market linkage and escort service. It is also a single window facility for subsidy.	Key weakness seems to be the dependency on the person than the process, even though some of the internal processes are in place whether it would be transferable to next leader only time will say. Its planning process is by and large top-down and there is very little proactiveness.
CENDERET	CENDERET has good infrastructure, regional spread, and competence in research as well as implementation support. It also has access to good human resources and good centralized infrastructure. Its leadership is clear on roles and mandates. It is already linked with Watershed through LSTs and is part of the think tank.	Its weakness is the non-transparent internal process and sometimes that might affect the networking and collaboration. It is part of the XIM system and does not have required autonomy.
CYSD	CYSD is a strong civil society organization. Core strength lies in training and action research. It has committed workforce and visionary leadership. It has three centres addressing different aspects of empowerment. It also has strong infrastructure base and it is a truly networked organization.	Its weakness however, is actually coming out of one of its strengths of separate delivery channel. Complex organization structure is a weakness when it comes to decision making even though internal systems are in place to address some of these concerns.
IMAGE	It is the apex training institution of the agriculture department and by virtue of its mandate has legitimacy. It also has reasonably good infrastructure. It also has fairly good linkage and access to external funds.	Its weakness is the adequate program delivery, quality curriculum and research base. Most of its curriculum is driven by a few projects they execute. Lack of core human resources and being on deputation from various departments they have very little institutional ownership.

ORSAC	ORSAC is a leading institution as far as remote sensing is concerned. It has cutting edge technology and also requisite infrastructure. It can provide a perfect linkage for the geomatics component and also data for M & E. It is also having good linkage.	Paucity of infrastructure for training, human resources and proper planning and control system can be termed as the key weakness.
OUAT	OUAT's strength again lies in having full-fledged extension and research wings and also its captive research base and linkage. It is also spread out all over Orissa and even has reasonable research infrastructure.	Its prominent weaknesses are governance, coordination and even the rigidity in the system. This affects planning and since financial resources are easily available, the institution is not proactive enough.
WALMI	WALMI is focused on irrigated agriculture and also does some amount of action research in these areas. It also has good infrastructure, though not well maintained. It is also an apex training body under water resources department.	WALMI has a problem of governance, inadequate balance between technical and administrative resources. It also has very little networking ability and lacks dynamism.
WTCER	It is a credible organization and regional institution in the sector with strong research capability, good infrastructure, and human capital. It is also having strong networking ability and proactive leadership.	Its weakness is the large and complex ICAR system, where flexibility in decision making is a problem. Even though it has good infrastructure it is not easy for other stakeholders to access and process of procurement might be bottleneck.

Organizations, such as, Gram Vikas, Agragami, Sambandh, PRADAN, IRCS, SVA, Lokdrushti, Viswaas, Vikalsh, Parivartan, Dapta, Antoday, WIDA, Sabuj Vikalp, Viswa, MASS, FARR, OPDSC, Ama Sangathan etc have their own infrastructure and are regularly conducting training programmes for various stakeholders on different thematic areas. However there is no standardized common approach nor common curriculum / text for specific thematic areas followed by any of these agencies. This apart, all these agencies conduct trainings with their set of available resource persons; there is no impact evaluation of these training programmes either in terms of quality of content or curriculum or resource persons. With support in building their resource person's base and standard curriculum and text, many of these agencies can be groomed as good training delivery institutions.

# **Annexure III**

## **Themes for Capacity Building**

The different modules considered under the training and capacity building exercise will be broadly categorized into different thematic areas. Although the following themes gives an idea of the various subjects intended to be covered under the training program the actual modules will be designed only after detailed Training Needs Assessment.

### **Theme 1: PRI in Orissa – Building blocks for rural development (Foundation Course)**

- 1.1 Statutory roles and responsibilities of the PRIs.
- 1.2 Accounting and Book keeping
- 1.3 Leadership and team building.
- 1.4 Gender Equity and Social Justice.
- 1.5 Brief Introduction to the various schemes of the concerned district.

### **Theme 2: Core Functions of the PRI**

- 2.1 Health, Education, ICDS, PDS
- 2.2 Poverty alleviation through self employment programme.
- 2.3 Poverty alleviation through wage employment.

### **Theme 3: BRGF, OREGA, RTI and Social Audit**

- 3.1 Participatory Planning.
- 3.2 BRGF
- 3.3 OREGA
- 3.4 RTI and Social Audit
- 3.5 Transparency and social audit

### **Theme 4: Role of Panchayat in Disaster Management and Social Welfare (for non BRGF districts)**

- 4.1 Participatory Planning
- 4.2 Disaster Management and Role of GP.
- 4.3 Social Welfare Programme and Role of GP.

### **Theme 5: Trust Building and Interpersonal Skills**

- 5.1 Interactive Sessions between Official and Non-official.
- 5.2 Few themes as per district need assessment.