

**AP STATE INSTITUTE OF RURAL DEVELOPMENT
&
PANCHAYAT RAJ**

TRAINING POLICY - 2015

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I. Introduction:

The National Training Policy April 1996 has framed a set of Operational Guidelines for the development of the human resources of the Government. Subsequently there have been changes across the world in terms of, rapid economic growth, devolution of funds, functions and functionaries to the Panchayats and Municipalities, enhanced transparency through the right to information, globalization, climate change and extremism which have created a complex and challenging environment in which the government machinery has to function today when there are increasing expectations of its performance and ability to respond more efficiently and effectively to the needs of the citizens.

In order to transform the government functionaries, it is imperative to move to a strategic human resource management system, which would look at the individual as a vital resource to be valued, motivated, developed and enabled to achieve the mission and objectives of the government, be it the State or the local government. It is essential to match and upgrade individuals' competencies with the jobs they have to do and bridge competency gaps for current and future roles through training.

II. Mission Statement

APSIRD is formed consequent to bifurcation of Andhra Pradesh, the erstwhile. Andhra Pradesh a new state do not have a full-fledged SIRD. APSIRD is inherited by a rich and glorious past as a APEX training institute for Rural Development, Panchayat Raj departments. It has got a 60 long years of varied expertise in the fields of Rural Development, Panchayat Raj, Disaster Management, poverty alleviation, etc.

APSIRD has a huge mandate to train new generation of PRIs in the e-enablement, e-governance, e-panchayats era. It has to raise to the occasion to meet the new challenges, ever increasing needs of RD & PR departments through its training and capacity building training programs.

APSIRD jurisdiction covers 13 districts of Andhra Pradesh and it has 3 regional Extension Training Centres catering to the needs of coastal Andhra, South Andhra and Rayalaseema.

APSIRD caters to the needs of 1.58 lakh Elected Panchayat Raj Representatives and around 35000 official functionaries in PR & RD. It also extends its capacity building services to various other line departments.

III. Training Objectives

The objective of training shall be to develop professional, impartial and efficient official machinery that is responsive to the needs of the citizens. In doing so, care will be taken to emphasize the development of proper ethics, commitment to work and empathy for the vulnerable sections. The competency framework will be used to ensure that official machinery have the requisite knowledge, skills and attitude to effectively perform the functions they are entrusted with. The success of training will lie in actual improvement in the performance of government functionaries.

IV. Training Target

All official functionaries shall be provided with training to equip them with the competencies for their current or future jobs in the departments of Panchayat raj and rural development. Such training will be imparted:

- a) At the time of their entry into service, and (b) At appropriate intervals in the course of their careers. Such training will be made available for all official functionaries from the lowest level functionaries to the highest levels.
- b) The opportunities for training will not be restricted only to those at mandated points in a career but will be available to meet needs as they arise through a mix of conventional courses, distance and e-learning.
- c) Priority will be given to the training of front-line/field/extension staff to improve Beneficiary /people orientation and the quality of delivery of services to the citizens.

V. Clientele

APSIRD caters primarily to the training needs of department of Panchayat Raj, Rural Development and also to other government departments like: Primary Education, Social Welfare, Tribal Welfare, Women and Child Welfare, Social Audit, SERP, Rural Water Supply and Sanitation, Disaster Management, etc., International organizations (UNDP / UN WOMEN / UNICEF), NGOs of repute, Corporates, etc.

VI. Strategies of Training policy:

Government training institutions like SIRD lie at the heart of the training system in the department of Panchayat raj and rural development. It should be the repository of the expertise distilled from the real world. The quality and manner of their functioning has a direct impact on what their trainees imbue and take with them. They will continue to be the mainstay for training of given their role it becomes imperative for them to become leaders in the process of enabling learning and change.

VII. Mandate of SIRD:

The State SIRD shall be the nodal agency for the implementation of PR &RD policy and shall issue appropriate guidelines to amplify and facilitate its implementation.

The State SIRD needs to provide technical support to the PR&RD department in the development of need based training schemes through creation/augmentation of training infrastructure, faculty development and out-sourcing of training. They should support training of government functionaries at the lower levels to improve delivery of services by upgrading their skills and knowledge and improving their responsiveness in meeting citizens' needs.

Non-Negotiable:

- i. Have the requisite staff, infrastructure and finances to perform its functions;
- ii. Move to becoming model of excellence in the quality of the training it impart and as learning organisation through a process of self-assessment and bench-marking;

- iii. Provide technical assistance and advice in preparation of annual training plans for the Department and in outsourcing training
- iv. Play a key role in assisting the Departments in the process of shifting to a Competency based-framework for training
- v. Assimilate technologies with a view to enabling learning anywhere, anytime for their PR&RD functionaries;
- vi. Supplement its current programmes with distance and e-Learning courses;
- vii. Conduct field studies and research as part of the process of becoming repository of knowledge in the areas of its sectoral or functional specialization ;
- viii. Provide advisory and/or consultancy services (as required/ applicable);
- ix. Constantly review and modify the curricula, content and training methodologies to take account of training feedback and the needs of Rural development and Panchayat raj Department.
- x. Network with other institutions to share learning resources, experience and expertise;
- xi. Facilitate the development of domain specific trainers and provide stability of tenure and opportunities for faculty development;
- xii. Put in place a rigorous system of evaluation of training programmes and assessment of their impact on individuals' performance over time and in the betterment of public service delivery mechanism.
- xiii. Ensure that all trainers who join the institute are deputed at the earliest possible opportunity to undergo programmes for 'Training of Trainers'.

VIII. Funding

The National Training Policy of 1996 had recommended that 1.5 percent of the salary budget be set aside by each State to be used solely for the purpose of training. Given the likely increase in the need for training by moving to a competency-based system, it is recommended that each State set aside at least 2.5 percent of its salary budget for training.

Technical and expert groups studying training in rural development has suggested earmarking one percent of rural development funds for training.

Other sources of resources:

- ✓ It suggested that those RD &PR programmes must earmark one percent of total allocation for trainings and human development where human content in making the programmes successful is critical and vital.
- ✓ Externally aided projects
- ✓ State funds/scheme funds
- ✓ Line department funds
- ✓ Self-generated resources/income
- ✓ Corporate Social Responsibility (CSR) funds, etc.,

IX. Training for Rural Development

The 73rd Amendments of the Constitution resulted in a radical change in the status of the Panchayati Raj Institutions by prescribing constitutionally mandated devolution of powers and resources to them as the third tier of Government. These institutions are critical for the development of the rural areas as well as delivery of many essential services to the citizen. The national level flagship programmes for rural development have highlighted the need for capacity development in the rural level institutions for effectively implementing the programmes.

Rural Local Bodies' functionaries need to have the competencies to be able to perform their work efficiently and their training is, therefore, of paramount importance. As the officers of the PR&RD play an important role in the administrative set up at all levels, they need to be familiarized with grassroots institutions of rural governance. Officer Trainees of the State Civil Services may be given 'hands-on-experience' of grass-root level administration in Panchayati Raj Institutions by placing them as Executive Officers of Gram Panchayats for a suitable duration.

Suggested areas for capacity building in rural development involves Rural Sociology, Rural Development/Welfare Programmes, Rural Planning, Rural Agricultural Marketing and Rural Agricultural Finance, Rural Industries, role of N.G.Os in rural development, Rural Co-Operatives, Conflict Management in Rural Areas.

X. Training of Elected panchayat raj representatives:

It's mandatory to train all the Elected PR representatives (EPRs) and the official functionary of PR & RD departments. Training of 1.58 lakh EPRs through cascading mode of training is the biggest task of SIRD, ETCs and MRCs. Along with EPRs there is a need to train around 35000 official functionaries of PR & RD department.

Suggested areas for capacity building in Panchayat Raj involves, all the 29 subjects devolved to PRIs.

XI. Role of Panchayat raj and rural development Departments in Training:

- a. Department of PR&RD in the state shall adopt a Systematic Approach to Training and shall:
- b. Appoint a Training Manager who will be the Nodal Person for the implementation of the training function in that Department;
- c. Classify all posts with a clear job description and competencies required;
- d. Develop the Cadre Training Plans (CTP), based on the competencies required and training needs, for ensuring that all cadres under the Department or its attached/sub-ordinate offices have a clearly articulated scheme for the development of their competencies while also indicating the programmes that are mandatory;
- e. Link the training and development of competencies of individuals to their career progression and ensure this by suitably amending service rules/issuing administrative instructions;
- f. Ensure that any non-training interventions that need to accompany training interventions are also taken up suitably;

- g. Make the immediate supervisor responsible and accountable for the training of the staff working under him;
- h. Incorporate an appropriate provision in any new scheme to ensure that suitable training is imparted for its proper implementation and sustainability;
- i. Where feasible, use the services of the APSIRD in developing the cadre training plans, and/or providing advisory or consultancy services to the Departments.
- j. Prepare an Annual Training Plan (ATP) for all the cadres under its control;
- k. Implement the Annual Training Plan, in collaboration with APSIRD/ETCs institutions, so that the limitations on internal training capacity do not constrain the implementation of the training plan;
- l. Allocate appropriate funds to enable the training to be carried out by institutions SIRD/ETCs
- m. Review the implementation of the Annual Training Plan and the functioning of Training Institution(s) under the Department (including attached/subordinate offices) and in particular to look at the:
 - Utilization of the training capacity;
 - Quality of training conducted;
 - Adequacy of the physical and training infrastructure, faculty, finances and delegation of powers for carrying out the institutes' mandate;
 - Training of the staff, particularly those at the cutting edge level (Field Functionaries of PR&RD) and
- n. Incorporate a separate section in the Department's annual report on the training and capacity building activities undertaken during the year.
- o. Efforts to be made strengthen the function of Human Resource through Competency Framework as mentioned in the National Training Policy.

XII. Types of training

- **In campus trainings**
Seminars, workshops, class room trainings,
- **Off campus**
Field visits, Village immersion, Exposure visits, etc.,

XIII. Mode of Training:

Cascading

This is adopted for bigger groups like Ward Members and other grass root level functionaries. Suitable trainers are identified, who may be NGO workers, Retired Officials, former members of rural development departments. These Trainers are subjected to rigorous training at SIRD in using Participatory methodologies for training the elected representatives, and they intern reach out the participants and train them

Distance Mode of Training:

Distance and e-Learning provide unparalleled opportunities for meeting the training needs of the large number of PR&RD functionaries and EPRs dispersed across the State in

different cities, towns and villages. Technology provides the means to make available a vast resource of learning material and courses online providing individuals with enormous choice and flexibility in learning. State SIRD should use the cloud technology to optimally utilise the capacities.

Distance Mode of Training is to be carried through centrally located studios using Ku band Satellite transmission facility to reach Village Level Functionaries of various departments. This approach helps us cover huge groups of targeted participants and also enhance the training experience

Standard training modules should be developed on topics of all India relevance (like RTI, Rule of Law, Human Rights, MGNREGA etc.) and these should be shared with all SIRDs and other training institutions which, in turn, will make minor modifications and local adaptations before putting them to use.

XIV. Areas of Training:

The SIRD shall plan and organize Foundation, induction, Refresher and specialized courses and Certificate Courses.

Mandatory Training Themes:

Gender:

- Gender Mainstreaming
- Gender Budgeting
- Gender Responsive Governance

Disaster Management:

- Disaster Risk Reduction
- Climatic Change Adaption
- Mainstreaming DRR in policy and implementation in PR & RD

Themes of Training programmes

MGNREGA

- Orientation on Revised Guidelines
- Social Audit and Grievance Redressal
- Planning, Convergence, Execution and Quality
- Rural Engineering Works for AEs/JEs and Block Engineers
- Technical Training for Engineers and other Technical Staff
- Labour Budget

IAY

- Planning and Management of IAY
- Account System for IAY
- Awareness Campaign on IAY

IWMP

- Induction Training to newly recruited project officers of IWMP, SRPs and DRPs of Social Audit
- Orientation Programme for Technical Officers of IWMP
- Environment Management
- Watershed Management for WDT Members
- Capacity Building for SHGs and WCs under IWMP
- Training on Preparation of DPR

Panchayati Raj

- ToT for SC/ST Women Sarpanches, MPTCs, ZPTCs
- Exposure visit to PR functionaries
- Documentation on Own Resource Mobilization by PRIs
- Integrated Participative Decentralized Planning
- Induction Programme for MPPs and ZPPs
- Panchayat Raj and Decentralized Administration

RGSA/PSA

- Training Programmes for functionaries and elected representative of PRIs
- Preparation of Labour Budgets and Role of PRIs
- Training Skills and Methodology for ETCs and PRTC's
- Refresher Training for Members of ZPs
- Orientation Programmes for Resource Persons under RGPSA
- Foundation and Functional Courses for Office Barriers of PRIs
- Roles and Responsibilities of Village Council in Rural Development
- Rural Development for Non-Officials
- PESA training to the Agency area representatives and groups

Information & GIS Technologies

- E-governance
- Web-designing
- GIS

NRLM

- Livelihoods, Production Systems and Micro Enterprise Management for SHGs
- Micro Enterprise Development for SHGs
- Formation and Management of SHGs

SAGY

- Orientation Programmes
- Preparation of Village Development Plans
- SMART VILLAGE/WARD-AP

SBA

- Rural Sanitation
- Orientation on SBA
- Solid waste management
- Liquid waste management
- Community Disaster Preparedness and Management
- Awareness Generation Programmes

Others

- Planning and Implementation of PMGSY
- Social Welfare and Social Security
- Refresher Training to MPDOs/EO (PR&RD)/RD functionaries
- Foundation training to MPDO/EO(PR&RD), Panchayat secretaries
- Management Training
- Women and Child Development
- Planning and Management of RD Projects
- PRA & RRA
- Skill development Training for BNVs
- Awareness Campaigns on BNVs
- Community Mobilization for rural Sanitation
- BFT Certificate Course- 90 days
- Social Accountability and Social Audit certificate course -30 days.

XV. Networking of Training Institutions in the State:

State institute of rural development is the apex body to take up training activities of panchayat raj and rural development departments

It has become imperative to create a chain of training institutions from state level down to Panchayat level to build up a unified vision and training need for the entire state and also organically linked to National Institute of rural development and panchayat raj. Rural development is the largest development programme of the country in terms of size, funding and reach and panchayat raj system in the state contribute thousands of elected representatives who are directly involved in the development planning process and also in implementation process.

There should be an organic link among all the training institutions in the state with SIRD at the apex level and Extension Training centre (ETCs) at the Regional level and District Panchayat Resource centre (DPRCs) District livelihood Resource centre and the Cluster livelihood resource centres (CLRCs) at the sub-division level and the Mandal Resource centres (MRCs) at the Mandal/block level.

Hence it will become easy that the functionaries in rural development and functionaries of panchayat raj are properly trained and oriented through this chain of training institutions to make them effective in the development process.

XVI. Faculty development Programs:

SIRDs shall identify and create a broad base of core faculty of professionals in the identified specialized areas of rural development and panchayat raj.

There shall be faculty development programmes periodically on regular basis and shall include in Annual training calendar.

- Faculty shall be provided with opportunities for up-gradation of knowledge and skills in their specialised areas
- Faculty shall be exposed to basic training skills and training programme designing course to enhance effectiveness in preparation of modules, plan schedules etc
- Exposure visits to other training institutions of repute and other SIRDs would help in cross learning and up-gradation and developing innovative methods of learning, teaching in training activities.

XVII. Training on PESA (Extension to the Schedule Areas)

In December 1996 the parliament passed the panchayats (Extension to schedule areas) Act, making it a part of the constitution and recognizing the right of the tribal communities to self-government. Andhra Pradesh is also covered under fifth schedule areas and is covered by the provisions of PESA.

The Andhra Pradesh panchayats Extension to Schedule areas (PESA) Rules, 2011 have been issued for the implementation of PESA rules in five agency districts of AP namely Srikakulam, Vizianagaram, Vishakapatnam, East Godavari and West Godavari districts.

In order to equip the functionaries of grama sabha in these areas with the provisions of Act and rules it is necessary to sensitize and organize training programmes to the functionaries at the field level.

Objective:

- To undertake capacity building of the members of the gram sabha and elected panchayat representatives in the PESA area
- To create awareness on social mobilization and create tribal demand for effective implementation of PESA.
- To empower the community in preparing their own activities through participatory planning through capacity building.

XVIII. Research

A continuous process of research and innovation is a key element of SIRD strategy. SIRD and ETCs have to develop expertise in identifying and developing pro-poor technologies to fill these gaps and disseminating them through appropriate channels.

Action research and applied research in areas of Natural Resource Management, Environment and Disaster Management, women empowerment and children development, Rural administration, land administration, and social empowerment and equity. The insights drawn from research activities shall be sourced into capacity building, consulting and educational services for greater impact, increased efficiency and greater relevance of these services.

The research outcomes and findings shall give us a firsthand understanding of the real problems and opportunities in rural regions and should help to improve the training programs, which will ultimately improve the service delivery mechanism of government.

XIX. Consultancy services

Drawing insights from research studies on the complete gamut of issues related to rural development, leveraging the in-depth understanding of rural problems and opportunities, and harnessing the extensive experience working with rural communities, SIRD shall provide high quality development consulting and project management services for rural development and Panchayat Raj projects.

With a consistent focus on community based and sustainable rural development, SIRD and ETCs shall work in all regions of Andhra Pradesh reaching out to the poorest and strive hard to reach communities, managing projects in sectors that include community development, natural resource management, environment and disaster management, women empowerment and children development, land administration, and social empowerment and equity.

These initiatives shall respond to the needs, priorities, opportunities and constraints identified by poor rural people.

SIRD consultancy services shall be extended to clients which are bilateral and multi-lateral development agencies, including UNICEF, UNDP, various Governments organizations, Ministry of Rural Development, and others. SIRD shall support many organizations as think tanks, consulting them with strategic inputs in the above areas for development of the rural poor as and when required and demanded.

SIRD Consulting Services shall include areas like project management and financial analysis and technical specialists in areas including Agriculture and Rural Development, Community Development, Water & Sanitation, Health, land administration, environment and disaster management, Capacity Building and Institutional Strengthening of government functionaries and public representatives.

SIRD rural development consulting services shall involve project evaluation, impact analysis, public policy analysis, regional forecasting and planning, survey research, statistical analysis, modelling and simulation, and development.

XX. Review and Monitoring of Training policy of PR&RD

Advisory committee would be formed headed by the Director/Commissioner of the SIRD consisting of 10-15 members including representatives of Panchayat raj and rural development departments ,state specific NGOs, Representative of NIRD&PR (State Link

Officer) Representative of Ministry of rural development and representative from sister training institutions. Co-opt members of representatives of Academic institutions in the state which may involve in action research in panchayat and rural development fields and also representation on rotation basis of various ETCs, Zillah/ Mandal representatives.

The committee guides the SIRD and the state government in the planning and implementation of the training strategy and plans.

XXI. Conclusion

The Training policy is basically a set of operational guidelines for the development of human resource of the Panchayat raj and rural development departments. The aim of the training policy is to ensure basic training from all rural development initiatives and elected Panchayat raj representatives in time bound manner on regular basis.

The policy has ensured to meet up the basic objective of the organization/ department mainly aims at the resource mobilization, training periodicity, networking of training institutions and all other aspects that required for rural development functionaries and also elected representative of Panchayat Raj.
