

Approach for Capacity Building of Elected Representatives of PRIs

I. Orissa

To study the training approach adopted by SIRD, Orissa, the different rounds of Presentations/ interactions were held with the following officers:

- MR. SASWAT MISHRA, IAS, ADDITIONAL SECRETARY-CUM-DIRECTOR, SPECIAL PROJECTS, PR DEPTT
- MR. BAIDHAR BISWAL, OAS , ADDL. SECRETARY TO GOVERNMENT AND DIRECTOR, SIRD
- MR. SAROJ KUMAR DASH, PROJECT MANAGER, DAKSHYATA
- MRS. ELLORA MOHANTY, ASST. DIRECTOR(I/C) SIRD,
- MRS. AMRITA PATRA, FACULTY MEMBER, SIRD
- MRS. AMITA BOSE, FACULTY, CYSD (NGO)

In addition to above, we also had field visits and meetings with SH. LENKA, PO DRDA, PURI and SH. PRADHAN, BDO PURI besides meeting a few ELECTED REPRESENTATIVES OF PRIS from PURI SADAR. We also had interactions with the groups at the two ongoing training sessions comprised SLTs providing training to DLTs at SIRD and CYSD in its premises on two different modules viz. **Transparency and Accountability** and **Rule & Role clarity and Responsibilities of PRIs**.

1. SIRD

SIRD, Orissa, the apex training institute in Rural Development & Panchayati Raj, at Bhubaneswar has been undertaking the capacity building exercise of RD & PR functionaries (Elected and Officials) over the long period of time, but despite of their best possible efforts, the Institute could provide the training to maximum ten to eleven thousand functionaries per year. However, the Institute had a colossal task to provide training to more than 28,000 functionaries. SIRD, Orissa felt that the pressing need for effective training, capacity building and handholding to enable and empower the PRIs to be active participants in the development process since the elections were held in the beginning of 2007 and the office bearers of all the three tiers could not be provided basic training despite the lapse of a period of one year. With a view to finding out a final solution, the Institute thought of project "DAKSHYATA" (Capacity), the magic potion.

2. Project DAKSHYATA

Project Goals

Project DAKSHYATA, an endeavor by the PR Deptt., Orissa-UNDP, funded by DFID, is a unique initiative for capacity building of the PRIs in Orissa being implemented by SIRD. The project not only holds its importance in developing a capacity building vision and policy for the PRIs, but also focuses on bringing about behavioral change among elected representatives and government officials at grassroots to create a system of good governance. Besides, it aims to develop a capacity building system in the state through strengthening of SIRD. The project, a

model to support the implementation of NCBF for PR elected representatives and functionaries was foreseen with the following objectives:

- Acquainting PRI members with various procedures and processes of handling the PR structure and systems as per the Constitutional provisions and various programmes of the Government.
- Providing the PRI members with necessary information, knowledge and skills in an easy and simple manner, enabling them to plan, implement and manage various development programmes.
- Providing appropriate and necessary training to different stakeholders under the PR system for improved governance through inter-and-intra-institutional coordination.
- Establishing a training and capacity building system in the State to undertake large-scale capacity building of the PRIs.

Funding

- The funds for the Project have been provided by DFID through UNDP with the project life for a period of ten months.

Project Deliverables

- Developing standardized and comprehensive training programmes tailored to the specific needs of the State.
- Developing a pool of well trained resource persons for training and capacity building of PRIs at the state (State Level Trainers-SLTs) and district levels(District Level Trainers-DLTs).
- Strengthening SIRD as the nodal agency to take forward Capacity Building agenda of the state.
- Developing a CAPACITY BUILDING (CB) POLICY FOR PRIS with a clear roadmap for implementation.
- Developing tools for quality assurance.

Plan

- Vision and Policy for the Capacity Building of the PRIs in Orissa
- Strengthening SIRD to undertake multi – location, multi – partnership based large scale training programme
- Partnership of SIRD with Consortium Partners.
- Identification of Logistic Support Organizations at different locations partnership with them.
- Standard and Uniform modules for Trainers and reading material for trainees.
- Training through trained and certified trainers.
- All materials prepared under the banner of SIRD.
- Implemented in all the 30 districts in Orissa

Implementation Process

- The Institute implemented the project in a mission mode project and hired dedicated staff for this initiative over and above SIRD establishment. This included-
 - One officer from SIRD on deputation to UNDP as Project Manager
 - Project Support officers- two Young people from open market
 - Thematic, Management, Financial and Administrative Experts- One each in four subjects -Young people from open market
- Outsourcing of activities to Experts in small chunks e.g. Five modules to five different NGOs, 81 District partners etc.

Strategy

- ❖ Partnership of SIRD with 5 CSOs as Consortium Partners to develop modules and materials.
- ❖ Partnership of SIRD with District Partner NGOs [81 partner NGOs &3 ETCs) for undertaking multi-batch trainings at Multi-locations simultaneously.
- ❖ Conduct of 81 Training Programmes in 81 locations across the State in collaboration with partner NGOs
- ❖ Creation of a pool of Trainers called SLTs and DLTs. SIRD and CSOs to train SLTs and thereafter SLTs to train DLTs on the THEMATIC MODULES besides DIRECT TRAINING SKILLS under the supervision and mentoring of SIRD and CSOs.
- ❖ Finally trained SLTs and DLTs to be given a Certificate of Professional Trainer.
- ❖ Training through trained and certified trainers (427 DLTs and 107 SLTs).
- ❖ SIRD to own all the Training Modules, Manuals, and Materials, and would maintain, update and upgrade the same with the help of experts .
- ❖ Special emphasis has been given to the needs of socially excluded and vulnerable groups while developing materials and methodologies for the capacity building.
- ❖ Around 3255 (@ 35 trainees per programme at one venue) elected PRIs officials would be trained in the programme at one time i.e 3 days duration in a week and 5 -6 numbers of Training Programmes scheduled in a month, resulting in capacity building of 20,000(appx) PRIs. The Gramsat based ITPs would be strengthened for direct interface with the Govt.

Module Themes

1. **Rule & Role Clarity and Responsibilities of PRIs.**
2. **Financial Accounting and Management.**
3. **RD Programmes in PR Department.**
4. **Social Welfare and other Line Department programmes.**
5. **Transparency and Accountability.**
6. **Direct Training Skills.**

Selection of SLTs & DLTs

- A total of 1,263 applications of candidates for SLT/DLT were received by SIRD
- Selection process was conducted in 13 locations across the State within a given time frame by the Consortium partners and team Dakshyata/SIRD.
- 107 SLTs and 427 DLTs were provisionally shortlisted as trainers for SIRD

ToT for SLTs & DLTs

- TOT are being conducted by SIRD for the provisionally selected candidates on “Direct Trainers Skill” followed by Module Training. *(4 batches of TOT for SLTs as well as 14 batches of DLTs have been completed Training on “Direct Trainers Skill” by expert facilitators.*
- *The 1st round of module (T&A) training for SLTs& DLTs is over by 25th October,08. Other module trainings for SLT/DLT would be over by December, 08.*
- Certification of trainers by SIRD on completion of TOT and module training for their engagement as SLTs and DLTs for availing their services for conduct of district level trainings from November, 08.

Selection of District Partners

- 41(39 NGO +2 ETCs at 45 locations) Dist Partner NGOs have got the approval of PR dept, GoO and list provided to UNDP to provide support
- 81 NGOs +3 ETCs organizations are partners of SIRD to carry out Capacity Building of the PRIs at 81 locations

Study and Resource Materials

- All resource materials including trainers’ manuals have been developed in vernacular, local dialect/language for the first time and being translated in English.
- Trainee friendly simple and easily understandable reading material developed.
- Presenter neutral Trainers Manuals/Handbooks developed for SLT/DLTs
- All the important in executive orders have been incorporated in the trainees reading material and to be updated through the web portal in future.
- Stress on implementation intricacies, especially instructions and orders in stead of advocacy campaign as is generally focused in training.

Module Development

- The Transparency & Accountability and Role & Rule Clarity modules validated by the Quality Assurance Test have been oriented to the SLTs and the DLTs to prepare them as resource persons to conduct field training by November, 08.
- Other 3 modules would be ready by 20th December, 08, so that module training for SLT & DLTs be undertaken in the month of December, 08 and facilitating district level trainings by December, 2008.

Library of IEC Materials

- An archive of IEC materials especially AV Documentaries/Success Stories / Docu-Drama / GRAMSAT based Learning material along with AIR Programmes have been planned to be produced for training & ITP purposes.

Agreement with District Partners

- The agreement with district partner NGOs along with the administrative & financial guidelines for implementing of training programmes finalized in a sharing workshop & Govt. approval is awaited for execution of the agreements towards the conduct of district level training.

Documentation & Communication

- All initiatives and events under project Dakshyata have been documented in the shape of process report and planned to be web hosted in the website of Panchayati Raj Department for greater accessibility of information.

3. BEYOND DAKSHYATA

- The deliverables of project Dakshyata namely modules, materials, pool of trainers, district logistics partners will equip SIRD with a strong training and Capacity building framework and action plan to undertake massive training programmes of elected PRIs and Officials working at the cutting edge.
- Strengthening SIRD to undertake multi – location, multi – partnership based large scale training programme in Orissa – 100862 Elected Rep & 30,000 officials (PR & RD Officials including GRS) as per NCBF of MoPR, Training Action Plan of MoRD & Training Action Plan of Panchayati Raj Department, Govt. of Orissa.
- The experience/learning of piloting project Dakshyata with strong alliance and networking approach will help in institutionalizing training programmes of SIRD in collaboration with CSOs/Other training institutions.

Capacity Building Approach for PRIs

- The pool of SIRD certified trainers created by Dakshyata would be oriented twice in a year to update/upgrade their skills and knowledge in conformity with changes in schemes & programmes of MoRD and MoPR.
- The outcome of the project would set standards for customized training programmes to be undertaken by SIRD.
- Strengthening of satellite based training programme (ITP) for PRIs with appropriate module and audio-visual clippings.
- Establishment of teaching end (studio) at SIRD for effective management of ITPs under capacity building programmes.
- Strategizing and operationalizing e-Governance related thematic training programme for the knowledge workers of P.R. Department.
- Joint Action Plan / collaborative programmes with other line departments on capacity building of PRIs.
- To create a State Resource Centre (PR & RD) on participatory governance at SIRD and Regional Resource Centre at 3 ETCs.
- To have IT kiosk (help line centre) at SIRD for better management of redressal of grievances and bridge the information gaps.
- PANCHAYAT SAHAYIKA PUSTIKA- FAQs on all the leading programmes and processes of PR.

II. ASSAM

During our visit to SIRD, Guwahati to study the training approach adopted by SIRD, we had the different rounds of Presentations/ interactions with the following officers:

- MR. K. KALITA DIRECTOR, SIRD, ASSAM
- MR. A.A.M. ZAKIR, JOINT DIRECTOR, SIRD
- MR. PABITRA KALITA, FACULTY MEMBER, SIRD
- MR. SUROJIT BOROGAIN, FACULTY MEMBER, SIRD
- DR. RIDIP BOHRA FACULTY MEMBER, SIRD

In addition to above, we also had meeting with a number of Faculty Members, visit to Extension Centres besides interactions with a few ELECTED REPRESENTATIVES OF PRIS. We also had interactions with the groups at one ongoing training session in addition to the structured visit schedule at Annexure-A.

1. SIRD

The SIRD, Assam is the State Level Apex Institute in the field of Training & Research in Rural Development with the thrust on Rural Development Programmes to achieve its primary mandate. The Institute has been registered as a society under Societies Registration Act, 1860 and in April, 1998 **administrative and financial autonomy** was conferred by the govt. The Institute has ten Extension Centres at Zonal levels. The Institute has been making continuous effort to improve the quality and diversify its training and research activities to accept new challenges and thereby increasing the volume of training programmes with collaborative effort with organizations, institutes for diversification. Another added feature in the area of expertise of SIRD, Assam is Social mobilization by undertaking special micro projects in clusters to try out new initiatives and thereby applying new technology for value addition in traditional activities. SIRD, Assam has been recognized as **Centre of Excellence in Employment Generation** by NIRD, Hyderabad. SIRD has established linkages with specialized institutes and keeps regular contact with them for academic and technical support.

2. TRAINING PROGRAMMES ORGANIZED BY SIRD, ASSAM

SIRD, Assam has been conducting variety of courses for officials, elected representatives of PRIs, representatives of NGOs, CBOs, Facilitators and farmers etc. The modules have been accordingly prepared to cater to the training needs of different clientele groups. Coverage of large number of participants had become possible because of the decentralized approach adopted by the Institute in organizing training programmes through its Extension Centres, Growth Centres etc. The training courses organized by SIRD could be divided into three broad categories:

- i. **Training Programmes on Employment Generation for SHGs:** SIRD, Assam has adopted an integrated approach for building the technical and managerial capacity of the rural people by organizing them into groups through a social mobilization process. The objective has been to develop clusters in villages wherein SHGs take up income generating activities in a successful manner for income generation, demonstration and attracting others to the activities. The diverse activities of the Institute in this behalf were:
 - a) Mobilization of rural people for income generation
 - b) IEC Resource Centre for North Eastern States to enhance awareness
 - c) Development of Activity clusters
 - d) Implementation of special projects
 - e) Self employment opportunities to educated youth
 - f) Credit mobilization for micro enterprises
 - g) Support services for the growth centres

h) Skill upgradation & transfer of technology in income generating activities

The Institute has established linkages with Specialized Institutes across the country and keeps regular contact with them for academic and technical support. The SIRD has been sending Faculty Members, entrepreneurs, members of SHGs and farmers to these institutes for training and exposure. A few of these Institutes and types of linkages established have been mentioned henceforth:

| Name of the Institute | Type Of Linkage |
|---|--|
| • Amul Dairy- Gujrat Cooperative Milk Federation | Technical Support For Dairy Activities |
| • Kerala Agriculture University, Thrissur | Training On Backyard Duckery Farming |
| • Assam Agruculture University, Jorhat | Improved Agriculture, Livestock Management, Poultry Farming |
| • College Of Veterinary Science, Guwahati | Academic Support On Veterinary Activities |
| • Indian Institute Of Entrepreneurs, Guwahati | Technical & Managerial Skill |
| • National Institute Of Fashion Technology, Kolkata | Skill Upgradation Of Selected Weavers |
| • National Institute Of Design Development, Ahmedabad | Improved Design In Handicrafts |
| • Institute Of Rural Management, Ahamedabad | Training On Rural Management |
| • Central Food Technology Research Institute, Mysore | Training On Food & Agro Processing |
| • National Dairy Research Institute, Bangalore | Dairy Farming & Milk Processing |
| • University Of Agriculture Science, Banglore | Training On Poultry Farming |
| • Institute Of Horticulture Research, Hessarghatta, Karnataka | Training On Horticulture Technique |
| • Central Poultry Development Organisation, Hessarghatta, Karnataka | Technical And Academic Support, Improved Training On Poultry Farming |
| • Central Silk Board, Banglore | Technology On Reeling And Spinning Of Yarn |
| • National Dairy Research Institute, Karnal | Dairy Farming & Milk Processing |
| • Central Inland Fisheries Research Institute, Guwahati | Academic Support On Pisciculture Development |
| • North Eastern Farm Machinery Training & Testing Institute, Biswanath Chariali | Training On Farm Mechanization |
| • Cane & Bamboo Technology Centre, Guwahati | Training On Cane & Bamboo Technology |
| • National Institute Of Technical Teachers Training & Research, Chandigarh | Management Of Micro Enterprises |
| • Anand Agriculture University, Gujrat | Training Courses On Dairy Farming & Milk Processing |
| • Fulia Tangil Saree Boyan Silpa Samabaya Samiti, West Bengal | Improved Training On Cotton Items |
| • Guwahati University | Self Employment Oriented Workshops & Sensitization Programmes |

- ii. **Development of Joint Liability Groups for Self Employment:** In the year 1998, the institute was located in a remote place without any supporting facilities with only 3 (three) Extension Centres. Now the SIRD has got 20 (twenty) Extension Centres / Growth Centres. A separate wing called Institute of Development of Entrepreneurs in Assam has been functioning at Kahikuchi. Each Extension Centre / Growth Centre is well equipped with facilities for training on ICT, Handloom, agriculture and allied activities including facilities for poultry hatcheries, eco-hatcheries, agro processing facilities, mushroom spawn laboratories, model demonstration units for livestock and poultry. To assist educated youth to undertake productive income generation activities for self employment with bank loan and govt. support, The Institute has been indulged in development of SHGs and Joint Liability Groups for self employment and capacity building. Under the clusters Activity, SIRD has developed 7717 SHGs and 2100 Joint Liability Groups and has organized 2288 Self employment oriented courses covering 83,157 numbers. In this regard the institute established network with specialized institutes inside and outside the state which can be adjudged from the following :
- **University of Agricultural Sciences, Bangalore, NDRI, Karnal, NIFT, Kolkata, NID, Ahmedabad organize separate courses for SIRD, Assam.**
 - **Kerala Agriculture University helps the institute in economic empowerment of rural women through rearing of Charra Chambelli duck.**
 - **Cordial relation with banks and other financial institutes has helped the institute to implement self employment oriented special projects.**
 - **Diversification process of the institute got a boost through joint effort with corporate bodies like OIL, BOSCH etc.**
 - **The institute diversified its training programmes to cover health, sanitation, child care, women development etc. with active support from UNICEF, NRHM etc.**
 - **The institute has been able to assist 100000 families under special projects given by GoI, GoA, NEC etc.**
 - **The institute has been able to mobilized Rs. 120.00 crores of loan from nationalized banks, RRBs and other financial institutions.**
 - **National Monitors who evaluated the special projects of SIRD in the field commended the performance and their visible impact.**
 - **Dignitaries from different states, academicians, researchers, students keep on visiting the SIRD as well as its activity clusters for various studies.**

- iii. **Training Programmes for the RD & PR Functionaries:** Main focus of the contents of the courses organized for the capacity building of elected representatives of PRIs have been management of Panchayati Raj Institutions for socio economic development of rural people, rural planning, management of projects for economic up-liftment of rural poor, resource mobilization and their management and social issues. Emphasis was given on making these representatives aware about various programmes, projects and schemes being implemented by different departments and agencies and their responsibility in ensuring that the benefit reaches the poorest. The table given below gives a glimpse of the training programmes organized by SIRD for elected PRI representatives in the recent pasts:-

| Sr. No. | Year | Courses | Participants |
|---------|--|---------|--------------|
| 1. | 2002-03 | 188 | 9967 |
| 2. | 2003-04 | 129 | 10204 |
| 3. | 2004-05 | 143 | 6360 |
| 4. | 2005-06 | 99 | 11977 |
| i. | Role of PRIs in implementation of RD progs | 23 | 1683 |
| ii. | NREGA Implementation | 8 | 390 |
| iii. | Field Training on GoA flagship Programs | 32 | 2749 |
| iv. | Awareness Generation | 36 | 7155 |

Modules for Capacity building of PRIs

Keeping in view the National Capacity Building Framework as per the guidelines of BRGF, the Institute has developed specific modules for basic orientation of elected PRIs which have been divided into different rounds as per the details given below. The specific contents of these rounds specific modules can be seen at Annexure-B besides panel of Resource Persons at Annexure-C.

First Round

1. General Orientation.
2. Management Orientation.
3. Role Orientation.
4. Programme Orientation.

Second Round

1. Micro Planning Orientation.
2. Activity Orientation.
3. Economic Activity Orientation
4. Resource Mobilization and Management.

Third Round

1. Social development.
2. Social Justice and women Empowerment.
3. Participatory development and monitoring.
4. Disaster management.

Fourth Round

1. Refresher programme on different subjects.

Fifth Round

1. Refresher programme on different subjects.

Collaboration with Specialized Institutes

The SIRD, Assam has established linkages with specialized institutes for capacity building of elected representatives of PRIs by providing them academic and technical support. PRI Representatives are being sent in Specialized Institutes for advanced training outside the state since last two years. The identified Institutes are as under:

- ❖ Kerala Institute of Local Administration, Thrissur.
- ❖ National Institute of Technical Teachers Training Institute, Chandigarh.
- ❖ Institute of Rural Management, Anand, Gujrat.
- ❖ National Institute of Design, Ahmedabad.
- ❖ National Institute of Fashion Technology, Kolkata.
- ❖ National Dairy Research Institute, Karnal, Haryana.
- ❖ Kerala Agricultural University, Thrissur.
- ❖ University of Agricultural Science, Bangalore.
- ❖ Central Institute of Post Harvest Engineering and Technology, Ludhiana.
- ❖ Central Silk Board, Bangalore.
- ❖ Indian Institute of Bank Management, Guwahati.
- ❖ Indian Institute of Entrepreneurs, Guwahati.
- ❖ Assam Agricultural University, Guwahati.
- ❖ North Eastern Space Application Centre, Umiam, Meghalaya.
- ❖ Indian Society of Agro Business Professional, New Delhi.
- ❖ ICAR, Umiam, Meghalaya.
- ❖ North Eastern Regional Institute of Water & Land Management, Tezpur, Assam.
- ❖ Cane & Bamboo Technology Centre, Guwahati.
- ❖ Weavers Service Centre, Guwahati.

3. **Hiring of Faculty & Staff against Projects:** The Institute has enlarged its area of operation by undertaking the different projects under SGSY and other GoI Schemes. To support its multi dimensional activities, the Institute has engaged Faculty members and staff on contract basis out

of the funds generated by them. This can be well adjudged from the below reproduced list of Faculty members and Staff posted at SIRD alone:

| Sr. No. | Post | No. Of Posts | Mode of Recruitment |
|---|-----------------------------------|--------------|---------------------|
| Administration & Training Cell | | | |
| 1. | Director | 1 | Deptt. Officer |
| 2. | Jt. Director | 1 | Deptt. Officer |
| 3. | Dy. Director | 1 | PCS Officer |
| 4. | Programmer | 1 | Deptt. Officer |
| Training-cum-Research Cell | | | |
| 5. | Faculty Members | 5 | Contractual Service |
| Research-cum-Training Cell | | | |
| 6. | Research Officer | 1 | Contractual Service |
| 7. | Research Associate | 2 | Contractual Service |
| 8. | Research Assistant | 2 | Contractual Service |
| 9. | Project Assistant | 4 | Contractual Service |
| Technical Cell | | | |
| 10. | Jt. Director | 1 | Deptt. Officer |
| 11. | Asstt. Project Officer | 1 | Deptt. Officer |
| 12. | Consultant | 1 | Consultancy Service |
| Finance & Accounts Cell | | | |
| 13. | Finance & Accounts Officer | 1 | Deptt. Officer |
| 14. | ARO (Accounts) | 1 | Deptt. Officer |
| Management & Skill Development | | | |
| 15. | Sr. Consultant | 1 | Consultancy Service |
| 16. | Faculty Member | 1 | Contractual Service |
| 17. | Project Asstt. | 2 | Contractual Service |
| 18. | Accountant-cum-Trainer | 1 | Contractual Service |
| Training & Field Monitoring | | | |
| 19. | Project Asstt. (Trg.) | 2 | Contractual Service |
| 20. | Project Asstt. (Field Monitoring) | 1 | Contractual Service |

4. Collaborative Effort

- a) **Collaborative effort with National Institute of Design, Ahmedabad:** The SIRD, Assam made a collaborative effort with National Institute of Design, Ahmedabad and to opened a centre for training on production of value added cane and bamboo items at Kahikuchi in the campus of IDEA. Unemployed youth and persons having keen interest for making cane and bamboo items are undergoing improved training using mechanical tools and equipments for making beautiful cane and bamboo products. Master craftsmen have undergone training in NID, Ahmedabad. Faculty Members from NID, Ahmedabad also come to the centre as resource persons during the training programmes.

- b) **Collaborative effort with Mico Bosch, Bangalore:** The SIRD has been running another training centre in the campus of IDEA in association with Mico Bosch – a multinational organization. The objective is to impart training on power tools, automation, electrical tools used for manufacturing furniture, wood curbing, plumbing works, other construction works, automobile etc. The centre has already imparted training to unemployed youth.
- c) **Collaborative effort with Oil India Ltd. :** The institute’s effort for social mobilisation and capacity building for income generation has attracted one of the largest public sector undertakings of the country – the Oil India Ltd. The Oil India Ltd. has always been trying to take up welfare oriented activities among the disadvantaged and marginalized sections of the people in the rural areas. The organisation expressed its desire to adopt a systematic approach for the purpose in partnership with SIRD, Assam. Both the organisations have concentrated their effort in Dibrugarh and Tinsukia districts of Upper Assam after signing a MOU in 2003. Joint effort has already created a significant impact in the field.
- d) **Collaborative effort with Punjab National Bank:** The SIRD in association with Punjab National Bank has started a Farmers Training Centre to help the farmers of the state to acquire improved agricultural practices.

5. IEC Resource Centre:

The Institute has been declared as the Resource Centre for Information, Education & Communication for North Eastern Region by Government of India. Required IEC materials have also been prepared for the sensitization programmes. SIRD has an approved panel of designers and printers for designing and printing the relevant material. The Institute has prepared IEC material on various developmental activities in the form of-

- a) Leaflets
- b) Booklets
- c) Posters
- d) Photographs
- e) Short films
- f) Case studies on best practices through field visits and studies
- g) Store house for up-to-date information on various information on various aspects relating to rural development, self employment and Panchayati raj.

III. “Mantra”: Learning Points for Replication

SIRD, Orissa

- ❖ A project could ne conceived for the capacity building of elected representatives of PRIs could be considered for Himachal on the analogy of Dakshyata Project model to support the implementation of NCBF with the following features:
 - ✚ Developing a capacity building vision and policy for the PRIs.

- ✚ Bringing about behavioral change among elected representatives and government officials at grassroots to create a system of good governance.
- ✚ Aim to develop a capacity building system in the state through strengthening of SIRD in consultation with the Project Manager, SIRD Orissa.
- ✚ Project to be implemented in a mission mode by hiring young and dedicated staff over and above SIRD establishment.
- ✚ Standard and uniform modules for Trainers and reading material for trainees.
- ✚ Partnership of SIRD with Civil Society Organisations as Consortium Partners to develop modules and materials.
- ✚ Partnership of SIRD with District Partner NGOs [81 partner NGOs & 3 ETCs) for undertaking multi-batch trainings at Multi-locations simultaneously.
- ✚ Creation of a pool of Trainers called SLTs and DLTs.
- ✚ ToTs on the **THEMATIC MODULES** besides **DIRECT TRAINING SKILLS** under the supervision and mentoring of SIRD and CSOs.
- ✚ Certificate of Professional Trainer, Training through trained and certified trainers.
- ✚ SIRD to own all the Training Modules, Manuals, and Materials, and would maintain, update and upgrade the same with the help of experts.

- ✚ All resource materials including trainers manuals to be developed in Hindi
- ✚ All the important in executive orders to be incorporated in the trainees reading material and to be updated through the web portal in future.
- ✚ Trainee friendly simple and easily understandable reading material to be developed.
- ✚ Presenter neutral Trainers Manuals/Handbooks developed for SLT/DLTs.
- ✚ The agreement with district partner NGOs along with the administrative & financial guidelines for implementing of training programmes.
- ✚ The pool of SIRD certified trainers to be created who may be oriented twice in a year to update/upgrade their skills and knowledge.

- ✚ Strengthening of satellite based training programme (ITP) for PRIs with appropriate module and audio-visual clippings.
- ✚ Joint Action Plan / collaborative programmes with other line departments on capacity building of PRIs.

- ✚ PANCHAYAT SAHAYIKA PUSTIKA- FAQs on all the leading programmes and processes of PR.
- ✚ Outsourcing of activities to Experts in small chunks.

SIRD, Assam

- ❖ Specific modules for basic orientation of elected PRIs divided into different rounds.
- ❖ Identification of specialized institutes and establishing linkages with them for academic and technical support.
- ❖ Developing specific modules for basic orientation of elected PRIs to be divided into different rounds.
- ❖ Hiring staff and faculty positions against the different projects.
- ❖ Engaging Faculty members and staff on contract basis to support its multi dimensional activities.
- ❖ An approved panel of designers and printers for designing and printing the relevant IEC material.
- ❖ Preparing IEC material on various developmental activities in the form of-
 - ✚ Leaflets
 - ✚ Booklets
 - ✚ Posters
 - ✚ Photographs
 - ✚ Short films
 - ✚ Case studies on best practices through field visits and studies
 - ✚ Creating a Store house at SIRD for up-to-date information on various aspects relating to rural development, self employment and Panchayati Raj.

In nutshell, the secret of success of both the SIRDs lies in developing standard modules, outsourcing of activities to experts in small chunks, procedures simplification/functional liberty for engaging faculty members and staff on contract basis and preparing IEC material on various developmental activities with approved panel of designers and printers.
