Training Needs Assessment & State Training Action Plan,
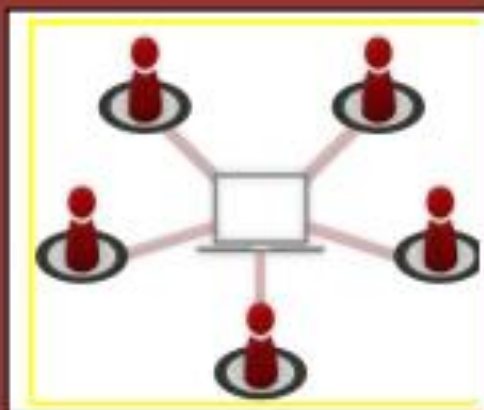
Himachal Pradesh

For Rural Development & Panchayati Raj Functionaries

Training Needs Assessment

&
State Training Action Plan,

Himachal Pradesh

For

Rural Development & Panchayati Raj Functionaries

By

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PREFACE

India lives in village, the words of Mahatma Gandhi are true in letter and spirit even after the decades of independence. The face of India can be changed by bringing a positive change in the life of rural people i.e. rural development. The term rural development means development of rural areas, rural people, quality of their life, socio-economic upliftment, better human development indices, sustainable livelihoods and dignity of life. These indicators demand a dedicated and committed rural development policy for the country which still has to see the light of the day. Another dimension in this regard entails committed efforts by the central and state governments in terms of result oriented implementation of policies, schemes and programmes with capacitated manpower and functionaries for the objective of rural development. The seventy third amendment to the constitution of India is a landmark legislation with twin objectives viz. decentralization of powers to Panchayati Raj Institution and planning and implementation of programmes for development of local areas. In this context, the capacities of officials and non-officials are the fulcrum of rural development and decentralized governance.

The Ministry of Rural Development at Central level and the Department of Rural Development at State level have been making sincere efforts for formulation, planning and implementation of rules, policies and schemes in this regard. The National Institute of Rural Development & Panchayati Raj, Hyderabad has been playing the role of knowledge centre which is engaged in training and research towards this end, besides roping in the SIRDs at the State level for the same objective. A new initiative has been taken by NIRD & PR by formulation of National Training Policy on Rural Development & Panchayati Raj which aims at developing skills and competencies, increasing the outreach, improving the quality of training besides identifying new areas of research and development with solutions to the problems in planning and implementation of the programmes for Rural Development and Panchayati Raj. The efforts have been further trickled down with the directions to states to formulate training polices customized to their specific needs as well as undertaking Training Needs Assessment for drafting a five years. State Training Action Plan for 2017-2022. In synergy with the NIRD & PR, the SIRD-HP has drafted a State Training Policy for Rural Development & Panchayati Raj for Himachal Pradesh and undertaken TNA, on the basis of which STAP, HP has been prepared.

A well-conceived methodology has been followed for undertaking TNA where the perceptions of Rural Development & Panchayati Raj functionaries have been captured in a scientific manner at the State, Division and District levels involving all the stakeholders at all levels. A dedicated committee was constituted by the State Govt. for the purpose which guided, monitored and recommended the TNA and STAP. The document was shared with all the programme officers of Rural Development and Panchayati Raj Departments in meeting chaired by Secretary-cum-Director, RD & PR where valuable comments and observations were obtained which have been incorporated in the final document.

The SIRD, HP team under the directions and guidance of Sh. Satish Chand Sharma, Dy. Director (Research) undertook the complete activity. Sh. Rajeev Bansal, Research Officer, and Sh. Pravesh Kumar, Core Faculty have not only undertaken the responsibility of organizing workshops for collection of training needs of all the stakeholders but their efforts are also worth mentioning for documenting the report tirelessly, in a time bound manner.

I hope the document will be useful for the Departments of RD & PR, HP and will help in building the capacities of officers and officials engaged in rural development and panchayati Raj for result oriented implementation of different schemes and programmes aimed at development and lives of rural people.

Place: Shimla   **Madhu Bala Sharma, IAS**
Date: 28th February, 2017   **Director,**
                                          HP State Institute of Rural Development,
                                                    Fairlawn, Shimla-12

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Training Needs Assessment (TNA)
&
State Training Action Plan, Himachal Pradesh (STAP-HP)

I. Introduction:

With a view to facilitate training and capacity building of various development functionaries, it was decided in the SIRDs Colloquium, 2015 to prepare National and State Training Policy on Rural Development & Panchayati Raj. In this regard, a series of writeshops were organized at regional level on the behest of National Institute of Rural Development & Panchayati Raj to prepare State specific Training Policy and State Training Action Plan. Consequent upon the writeshops, a draft Training Policy on Rural Development & Panchayati Raj was attempted by SIRD, HP and supplied to Rural Development & Panchayati Raj Departments, H.P. for their consideration. Besides this, it was requested to constitute a group/committee of senior officers to prepare the draft document of State Training Policy and State Training Action Plan.

The Departments of Rural Development & Panchayati Raj, HP constituted a committee to finalise the Training Policy and Action Plan vide their notification at **Annexure-I** with following members:

Sr. No	Name & Designation	Responsibility
1.	Mr. Kewal Sharma, Joint Director, Panchayati Raj	Chairman
2.	Mr. Satish Sharma, Deputy Director, SIRD	Member
3.	Dr. Bhuvan Sharma, Project Director, (NRLM) Rural Development Department, Shimla	Member
4.	Mr. Suresh Singha, Deputy Director-cum- Project Officer, DRDA, Rural Development Department, Shimla	Member
5.	Mr. B.D. Sharma, Deputy Director, MGNREGA, Rural Development Department, Shimla	Member
6.	Mr. Vijay Bragta, District Panchayat Officer, Solan	Member
7.	Mr. Raj Kumar Bhota, Principal, ETC &, Panchayati Raj Training Institute, Mashobra, Shimla	Member
8.	Representative of SBM Scheme, Rural Development Department, Shimla	Member
9.	Mr. Rajeev Bansal, Research Officer, SIRD	Member Secretary

The first meeting of the committee was held on 17th December, 2016 at 3.00 PM under the Chairpersonship of Sh. Kewal Sharma, Joint Director in Panchayati Raj Department, attended by most of the member of the committee. It was unanimously decided that a a multi staged strategy may be followed to undertake the Training Needs Assessment for formulating the State Training Action Plan, HP (STAP-HP). To prepare the State Training Action Plan, it was decided to first assess the training needs in case of officials working in Rural Development and Panchayati Raj Departments at the different levels i.e. State, District, Block and Gram Panchayat. The committee resolved that a Training Needs Assessment study undertaken for Elected Representatives (ERs) of PRIs,HP with the help of GTZ, the German Technical Co-operation Agency; is quite relevant and may be followed in the present scenario.

II. Objectives:

The following were the specific objectives to undertake training needs assessment at State, District, Block and Gram Panchayat level:

i.   To study and assess the training needs of different officials of Rural Development & Panchayati Raj Departments, H.P.
ii.   To analyse training needs of different officials of the Rural Development & Panchayati Raj Departments, H.P.
iii. To find out the performance gaps and training needs of different officials Rural Development & Panchayati Raj Departments, H.P.
iv.   To suggest the State Training Action Plan (STAP) on the basis of TNA for Rural Development & Panchayati Raj Departments, H.P.

III. Methodology:

It was unanimously resolved to undertake the Training Needs Assessment as an exercise of brain mapping of all the stakeholders at different levels with their participation instead of restricting it to be a desk activity. Accordingly, it was decided to organize five workshops; one at State level, two at Divisional level and two at District level with all the stakeholders of Rural Development and Panchayati Raj Departments as per the details given hereunder. The stakeholders invited to attend these workshops and their respective levels in both the departments is given in the table as under:

Table 1.1: Details of Stakeholders invited in the Workshops

Sr. No.	Workshop Level	Functionaries from	
		Rural Development	**Panchayati Raj**

1	State	All the programme Officers at HQ including
		  1. NREGA
		  2. SRLM
			All the programme Officers at HQ including
			1. All the programme officers
			2. Joint Director

		3. PMAY 4. PMKSY 5. SBM 6. RURBAN 7. SAGY 8. Civil Works 9.MIS 10.DCFA 11. Supdt. G-1 12. Any other	3. Deputy Director 4. Law Officer 5. District Audit Officer 6. DCFA 7. Supdt. G-1 8. Computer Professional 9. Any other
2	Division Level	All the programme Officers of Division including 1. Deputy Director (RD) 2. APO 3. Project Economist 4. Deputy Director (DWDA) 5. Technical Expert 6. LSEO/L VDC 7. SBM Coordinator 8. A.E. 9. Accounts Officer 10. Computer Operator 11. Any other	All the programme Officers of Division including 1. DPO 2. DAO 3. Auditor 4. Supdt. 5. J.E. 6. Computer Operator 7. Any other
3	Block	All the programme Officers/Officials of District including 1. BOO 2. SEBPO 3. PA 4. LSEO 5. Block Engineer/J.E. 6. Accountant 7. Computer Operator 8. Any other	All the programme Officers/Officials of District including 1. Panchayat Inspector 2. Sub Inspector (P) 3. Technical Assistant 4. J.E. 5. Computer Operator 6. Any other

The workshops as scheduled were organized by State Institute of Rural Development (SIRD) Faculty members which were attended in field locations by different stakeholders as per the details given in the table below:

Table 1.2: Details of participation in Workshops

(Participants in Nos.)

Sr. No	Level	Place	RD Department	PR Department	Total
1.	State Level	Shimla	6	7	13
2.	Division	Dharamshala	14	39	53
3.	Level	Mandi	22	17	39
4.	District Level	Bilaspur	17	39	56
5.		Solan	18	23	41
	Total		**77**	**125**	**202**

The list of participants is appended at **Annexure-II.**

The top down approach was followed in undertaking Training Needs Assessment. The higher tiers at State, Division and District Levels were approached to identify the training needs of the District, Block & Gram Panchayat level hierarchy reporting to them for the programmes and works handled by them. The participants were organized into smaller homogeneous groups of respective categories of their departments.

The participants were put into brain storming sessions and were exposed to standard open ended questions related to training needs as given under:

- Level of officers/officials reporting to them.
- Responsibilities assigned to these officers/officials.
- Areas of performance problem of these officers/officials observed by reporting officers/officials.
- Measures to improve the performance
- Training topics
  - ➢ Professional Training
  - ➢ Personal Training
- Frequency of training
- Who should train- the Institution
- Where to train-National, State, District, Block
- When should training be held
- Minimum & Maximum duration of training

The perceptions of the stakeholders were captured on different coloured cards which were given to them to write after having discussion in their respective smaller homogenous groups. The perceptions were further analyzed in plenary sessions through focused group discussions.
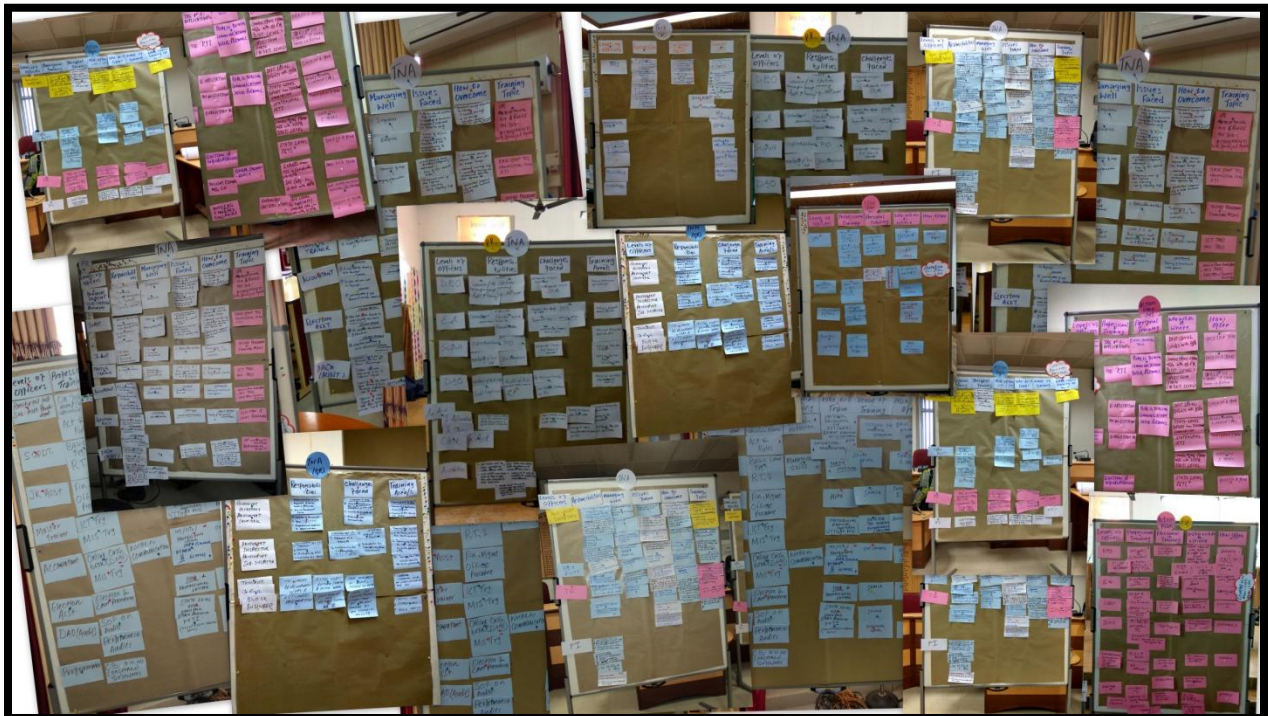
IV. Data of Training Needs:

The virgin data collected from the participants of Rural Development & Panchayati Raj at different levels is presented in nutshell as reflected in the following two charts :

Chart 4.1: Training Needs of Rural Development Department

Chart 4.2: Training Needs of Panchayati Raj Department

The state level Training Needs Assessment Workshop on 3.1.2017 at SIRD, Shimla was inaugurated and attended by Director, RD & PR, HP who gave his valuable inputs on this aspect. A quick recap of the information, participation and methodology of District level and Divisional level workshops were presented before him. Based on the data collected from the respondents, the major areas which emerged as training topics are classified in two broad categories as under:

1) **Professional Training**
    i.   Digital Literacy
    ii. Financial Literacy
    iii. Master Trainers
    iv. Social Auditing
    v.   Personnel Management
    vi. Office Procedures
    vii. Technology Orientation
    viii. Technical Literacy

2) **Personal Training**
    i.   Communication Skills
    ii.   Time Management
    iii. Managing for Results
    iv.   Team Building
    v.   Presenting Influentially
    vi.   Co-ordination in work place
    vii. Conflict Management
    viii. Managing Self
    ix.   Stress Management

Based on above data, the Training Needs for Rural Development & Panchayati Raj have been presented hereafter for both the departments at respective levels viz., State, District, Block and Gram Panchayat levels.

V. Training Needs Assessment

The data collected through five workshops was compiled and classified in the format provided by NIRD & PR, Hyderabad for preparation of Training Needs Assessment. The information compiled and analyzed by SIRD, HP was discussed at length in the committee constituted for the purpose. It was encouraging that the first draft was shared in the meeting Chaired by Director, RD & PR, HP on 16.2.2017 which was attended by all the Programme Officers of RD & PR Departments, all the Project Officers, DRDAs, HP besides the members of the committee. The observation and comments received in the aforesaid

meeting were incorporated to finalise the Training Needs Assessment document. The structure of the TNA is given as under:

Chart 5.1: Structure of TNA
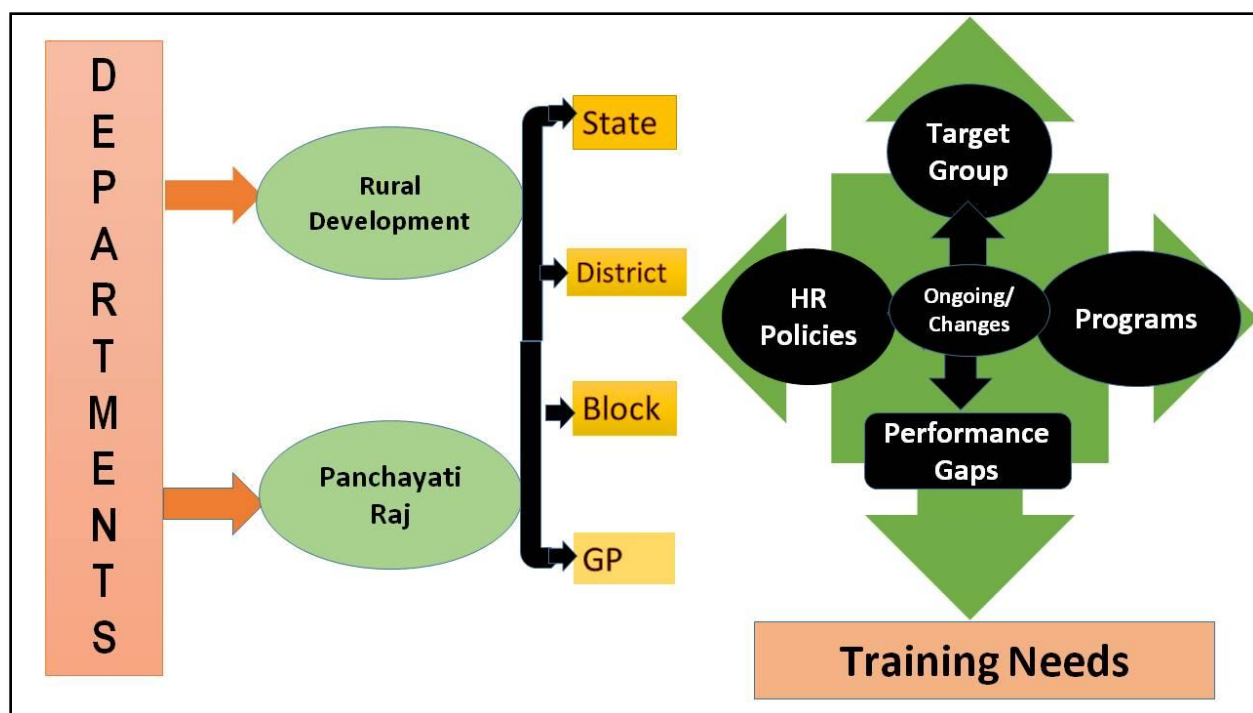
The Training Needs Assessment, on the basis of the above chart has been presented in the following categories for State, District, Block and Gram Panchayat levels:

1. **Categories of Target groups**
2. **Policies, Programmes & Performance Problems**
    2.1 HR Policies
    2.2 RD & PR Programmes(ongoing & changes)
    2.3 Performance Gaps/ Problems
3. **Training Needs of Target Groups**

5.1 **Categories of Target groups:** The categories of target group has been indicated in tabular form for State, District, Block and Gram Panchayat hereunder:

State Level:

Sr. No.	Level / Category	RD Officials	PR Officials	Elected Rep. Of PRIs	Other Dev. officials	Total
1	Joint Director/ A.D. (including CEO (NRLM) & PR)	3	2			5
2	Dy. Director/ Astt. Director/ DAO/SPM / Master Trainers (including PDs (NRLM)/ State Coordinators (SBM) /PD (SLNA))	11	5			16
3	T. E. Watershed /DC (F & A)	4				4
4	Dy Controller (Fin. & Actt.)	2				2
5	Section Officers / Supdt (Gr 1) / Sudt (Gr.11)/Pvt. Secy/P.A	17	4			21
6	Executive/ Astt. / Jr. Engineers	5				5
7	Stat Officer/ Investigators/ Stat.Astt.	8				8
8	Other Min. Staff	35	10			45

District Level

Sr. No.	Level / Category	RD Officials	PR Officials	Electd. Rep. Of PRIs	Other Dev. officials	Total
1	Dy. Director cum P.O. DRDA/ PD (DWDA)/DMM (NRLM) / DLO (NRLM)/ Distt. Cord. (SBM) DPOs/ Principals /Instructors PRTIs/ Master Trainers	53	40			93

2	APO/ Technical Expert	10				10
3	Accounts Officer, DRDA / DAOs/Auditors/Supdt.	12	107			119
4	Accountant/ Sr./ Jr. Astt. /Jr. Stenographer/Auditors & other Min. Staff	85	91			176
5	Astt./Jr.Engineers/ Draftsman	36				36
6	Programmer/Computer Operators	12	3			15
7	Zila Parishad			251		251
8	Line/Dev. Departments				240	240

Block Level

Sr. No.	Level / Category	RD Officials	PR Officials	Electd. Rep. Of PRIs	Other Dev. officials	Total
1	Block Dev. Officers	78				78
2	SEBPOs/LSEOs/LVDCs	315				315
3	BMM/M & E/ Area Coordinator / Community (NRLM) (To be deployed)	1,445				1445
4	SRPs/ CRPs	900				900
5	WDT (M)	250				250
6	Supdt (Gr.-11)	78				78
7	Sr.Astt./ Accountant/	297				297
8	Computer Operators	78				78
9	Panchayat Inspectors/ Sub		148			148
10	Block Engineers		5			5
11	Jr.Engineers	39	166			205

12	Election Assistant		12			12
13	Panchayat Samiti				1682	1682
14	Line /Dev. Departments					780

Gram Panchayat Level

Sr. No.	Level / Category	RD Officials	PR Officials	Electd. Rep. Of PRIs	Other Dev. officials	Total
1	Panchayat Secretary/ Sahayaks	1208	1721			2929
2	Gram Rojgar Sewak	1100				1100
3	Technical Assistant	-	1036			1036
4	Gram Sabhas	-	3226	-	-	3226
5	Jalagam Sahayak	3226				3226
6	G.P. Pradhans			3226		3226
7	G.P. Up Pradhans			3226		3226
8	G.P. Members			16,204		16,204
9	Ext. Officials				30,000	30,000

5.2 Policies, Programmes & Performance Problems

5.2.1 HR Policies: The human resource policies for the respective functionaries have been indicated in tabular form for State, District, Block and Gram Panchayat, respectively hereunder:

A. Rural Development Department

State Level:

Sr. No.	Category of functionaries	Recruitment	Promotion	Transfer
1	Joint Director / Addl Director	From the Cadre of HAS Officer	Joint Secretary/Addl. Secretary	As per State Govt. Policy
2	DD/ Astt. Director	From the Cadre of B.D.Os	Induction to HAS	With in Deptt.
3	SPM /Master Trainers	Outsourced/ re-employed	--	--
4	Dy. Controller(F&A)	From SAS Cadre	Joint Controller (Fin & Actt.)	As per State Govt. Policy
5	Section Officer (Audit)	From SAS Cadre	Deputy Controller (Fin.	As per State Govt. Policy
6	Stat Officer	By Promotion from Stat. Asst. of the Deptt.	Deputy Director	With in Deptt.
7	Executive Engineer/Assistant Engineer/Jr. Engineer	By Deputation from PWD/IPH	Promotion channel in parent Deptt.	Secondment basis
8	Supdt. Gr-I/ Gr II	By Promotion	Supdt. Gr.11 to	-With in
9	Investigator/ Stat Assistant	from Sr. Astt. Direct recruitment	Supdt.Gr.1 and Stat Officer	Deptt.

District Level

Sr. No,	Category of functionaries	Recruitment	Promotion	Transfer
1	Dy. Director cum PO DRDA	From the Cadre of BDOs	Induction to HAS	Within Deptt.
2	Account Officer	From the Cadre of SAS	Deputy Controller (Fin & Actt.)	As per State Govt. Policy.
3	Accountants/ Sr. Assistants	By promotion from Clerks	Supdt. Gr.-II	With in Deptt.
4	APO (MGNREGA)/ APO (Watershed) /Technical	No fix policy	--	With in Deptt.

	Expert			
5	Assistant Engineer/ Jr. Engineer/ Draftsman	By Deputation from PWD/IPH	Promotion channel in parent Deptt.	-
6	Office Manager (Establishment)/	Promoted from Sr.Astt.	By promotion to BDO/Supdt Gr.-I	Within Deptt.
7	Typist/Clerk	Direct	Sr Astt.	With in Deptt.
8	Computer Operators/ Data Entry Operators	Direct (contract)	No policy	With in Deptt.

Block Level

Sr. No,	Category of functionaries	Recruitment	Promotion	Transfer
1	BDO	Direct (50%) By Promotion (50%)	DD cum P.O DRDA Inhratinat	Within Deptt.
2	SEBPO	Direct (10%) By Promotion (90%) to BDO	Block Dev. Officers	Within Deptt.
3	LSEO	By Promotion from LVDC	Block Dev. Officers	Within Deptt.
4	LVDC	Direct	By Promotion to LSEO	Within Deptt.
5	Supdt. Gr.-II	By Promotion from Sr. Astt.	By Promotion to BDO	Within Deptt.
6	Sr. Assistant Accountant Progress Assistant	By Promotion from Clerks	Supdt. Gr.-II	Within Deptt.
7	Clerk	Direct	Sr. Asst.	Within Deptt.
		By Promotion from Class-IV		
8	Computer Operator	Direct (contract)	No Policy	Within Deptt.

Gram Panchayat Level

Sr. No.	Category of functionaries	Recruitment	Promotion	Transfer
1	Panchayat Secretary	Direct		Within
2	Gram Rozgar Sahayak (GRS)	Direct (contract)	SEBPO & PIs	Deptt.

B. Panchayati Raj Department

State Level:

Sr. No.	Category of functionaries at different levels	Recruitment	Promotion	Transfer
1	Joint Director	By promotion	-	No transfer
2	Dy. Director	By promotion	Joint Director	No transfer
3	District Audit Officer	By promotion from Auditors	Distt. Panchayat Officer/Block Dev. Officer	Distt. Cadre
4	Private Secretary	By promotion from PA	-	No transfer
5	Personal Assistant	By promotion from Steno Grapher	Private Secretary	No transfer
6	Ministerial Staff :	By promotion from Clerk to Sr.Astt. , Sr.Astt. To Supdt	.	With in Department
7	Supdt. –I, Supdt. –II, Senior Asstt., Junior Asstt. , Clerk			

District Level

Sr. No.	Category of functionaries at different levels	Recruitment	Promotion	Transfer
1	District Panchayat Officer	Direct/Promotion from DAO	Deputy Director	With in Deptt.

2	District Audit Officer (Audit)	By Promotion from Auditors	DPO/BDO	With in Deptt.
3	Auditor	Direct/Promotion	DAO/Instructor	With in Deptt.
4	Principals	Direct/Promotion	Deputy Director	With in Deptt.
5	Instructors	By Promotion from DAO	DPO/BDO	With in Deptt.
6	Supdt.	By Promotion from Sr.Astt.	DPO/Supdt-I	With in Deptt.
7	Sr. Assistant	By Promotion from Sr.Astt.	Supdt-II	With in Deptt.
8	Jr. Assistant	By Promotion from Clek	Sr. Assistant	With in Deptt.
9	Clerk	Direct	Jr. Assistant	With in Deptt.
		By Promotion from Class-IV		

Block Level

Sr. No.	Category of functionaries at different levels	Recruitment	Promotion	Transfer
1	Panchayat Inspector	Direct	DAO/Instructor	With in Deptt.
		By Promotion from Panchayat Sub Inspector		
2	Panchayat Sub Inspector	Direct	Panchayat Inspector	With in Deptt.
		By Promotion from PIs		

Gram Panchayat Level

Sr. No.	Category of functionaries at different levels	Recruitment	Promotion	Transfer
1	Panchayat Secretary /Sahayak	Direct	SEBPO/PI	With in Deptt.

2	Technical Assistant	Direct on Contract Basis	No Policy	With in Deptt.

5.2.2 **Programmes (Ongoing & changes):** The details of ongoing and new programmes in the State of Himachal Pradesh for Rural Development and Panchayati Raj Departments, respectively are as under:

A. Rural Development Department

Sr. No.	PROGRAMMES	ON-GOING	CHANGES
1	MGNREGA	Guidelines, MIS	Master Circulars
2	IWMP	MIS, PFMS, Guidelines	New Programme PMKSY launched with Operational Guidelines
3	IAY	Housing	Now PMAY (G) with operational guidelines & MIS
4	SBM (G)	Sanitation Guidelines	SLWM
5	RURBAN Mission	Identification of Clusters for providing basic infrastructure like urban centres	Implementation & Operational Guidelines
6	NRLM	DAY-NRLM	NRLM is promoting a major shift from purely 'allocation based' strategy to a 'demand driven' strategy wherein states have the flexibility to develop their own plans for capacity building of women SHGs and Federations, infrastructure and marketing, and policy for financial assistance for the SHGs.-DDU GKY

B. Panchayati Raj Department

Sr. No.	PROGRAMMES	ON-GOING	CHANGES
1	Fourteenth Finance Commission Award	Fourteenth Finance Commission Award	New Recommendations/ Guidelines/ GPDP based allocation of Funds etc. Rashtriya Gram Swaraj Yojna

5.2.3 Performance Gaps/ Problems: The performance gaps emerged for Rural Development and Panchayati Raj Departments, respectively have been presented in two tables below:

A. Rural Development Department

Sr. No.	Programme	Performance Gaps / Problems
1	MGNREGA	Low Level of Demand Generation for Work §Need to Mobilize & Aware Community §Frequent Changes in Guidelines
		Material & Wage ratio for Hilly States.
		Convergence Issues with Line & other Deptt. Schemes. §Delay in Payments to Workers
		Casual & Contractual Staff. §Attitudinal Change.
		IT Interventions (GIS, MIS & Basic Computers)
		Lack of requisite level of Knowledge & Skill among the MGNREGA field Staff.
2	Watershed Programme/ IWMP/PMKSY	Change in Guidelines
		Low level of awareness among community §Casual & Attitudinal Change.
		IT Interventions (GIS, MIS & Basic Computers) §PF MS & PMS
		Lack of requisite level of Knowledge & Skill among the Watershed field Staff.
		Community awareness

		Updating of Knowledge , Skill & Execution issues Convergence linkages with other programme Usage of Watershed Area produce by SHGs. SHGs financial inclusion & marketing linkages. Monitoring of Programmes
3	DDU GKY	New Programme at initial stage in H.P.
		Requires lot of awareness of Community and trg. of field functionaries.
		Training of SRP & CRPs Innovation in livelihood Interpersonal skills
		IT Interventions (GIS, MIS & Basic Computers) Monitoring of Programmes
4	Swatchh Bharat Mission(Gramin)	Sustainability of ODF Himachal Solid & Liquid Waste Management
		Knowledge updation, Skill, Innovation & Execution Issues
		Technical options under SLWM Community Mobilsation
		IT Interventions (GIS, MIS & Basic Computers) Monitoring of Programmes 2
5	Pradhan Mantri Awas Yojna (PMAY)	Change in Programme Name & Guidelines Community awareness
		Updating of Knowledge , Skill & Execution issues Convergence linkages with other SBM(G) & MG NREGA Usage of Low Cost Technology
		Role of Gram Sabha & Panchayat Structural aspects and Location aspects SECC-2011
		Monitoring of Programmes
		Community Mobilisation
		Attitudinal change of non officials and officials Inter departmental coordination
		Monitoring of Programmes

B.   Panchayati Raj Department

Sr. No.	Programme	Performance Gaps / Problems
1	14th Finance Commission	Knowledge updation, Skill & Implementation issues Monitoring of Programmes

2	HP Panchayati Raj Act & Rules	Knowledge updation, Skill & Implementation issues Softwares of Panchayati Raj Financial Management, Audit & Inspection & Inquiry, Election Procedures, Civil Works Monitoring of Programmes
3	Gram Panchayat Vikas Yojna	Knowledge updation, Skill & Implementation issues Community Mobilisation Attitudinal change of non officials and officials Inter departmental coordination Monitoring of Programmes

5.3 Training Needs of Target Groups:

The training as emerged from the analysis of the data collected have been presented for both the departments hereunder:

A. Rural Development Department

The information for Rural Development Department for State, District, Block and Gram Panchayat level has been presented in the respective categories as under:

State Level:

Sr. No.	Category of Officials	Training Need
1	JD/DD/ Astt. Director/ SPM/ Master Trainers	Monitoring & Evaluation Result based management Management Skills Financial Management Service Matters
		Technical options under SLWM Integrated MIS-SBM Communication & Motivational Skills Guidelines & Complaint redressal Execution of Rural Civil Works
		Operational guidelines under different development programmes
		Innovation in livelihood
2	Dy. Controller(F&A)	Financial Management under MGNREGA Audit, Budget & Inspections
		Integrated MIS

		Accounts Management

District Level

Sr. No.	Category of Officials	Training Need
1	Dy. Director / APO (MGNREGA)/APO (Watershed)/Technical Expert	Scheme based training (Guidelines, Financial Management, M&E, Technical options under SLWM, Integrated MIS)
		Court Procedures Ethics & values OPFA
		Participatory techniques DPR Preparation Managerial Skills
2	Account Officer Accountants/Sr. Assistants	OPFA
		Accounting Procedure Digital India /MIS Interpersonal Skills
3	Assistant Engineer/Jr. Engineer/ Draftsman	Estimate/ Measurement/ Assessment & Quality Control of Rural Works. Technical
		Rural Civil Works Interpersonal Skills
4	Office Manager (Establishment)/ Typist/Clerk	Inventory Management Office Procedure & Financial Administration (OPFA)
5	Computer Operators/Data Entry Operators	Software training

Block Level

Sr. No.	Category of Officials (Block Level)	Training Need
1	Block Development Officer	Scheme based training (Induction) Scheme based training (Refresher) RTI
		Technical Training for Non-Technical Professionals Managerial Skills
		OPFA
		RTI & Service Gurantee Act. PR Act & Election procedures Professional Training Course
		Theory, Attachment & Assignment

2	Social Education & Block Planning Officer (SEBPO)	Scheme based training (Induction) Scheme based training (Refresher)
3	Lady Social Education Organizer (LSEO) Lady Village Level Co-ordinator (LVDC)	Training on village level institution/ SHG formation Financial inclusion & management
		IT software related training Interpersonal skills
		OPFA
		RTI & Service Guarantee Act Ethics & Governance
4	Superintendent/Sr. Assistant/ Accountant/Progress Assistant Clerk	DEAS /Accounting Software
		Technical Training for Non-Technical Professionals
5	Computer Operator	Scheme Based MIS Advanced Computer Skills

Gram Panchayat Level

Sr. No.	Category of Officials (Village Level)	Training Need
1	Panchayat Secretary	Scheme based training (Induction) Scheme based training (Refresher) Office Procedure
		Financial Mgt. RTI & PSG Act.
		Community mobilization Interpersonal Skills
2	Gram Rozgar Sahayak (GRS)	Scheme based training (MGNREGA)
		Basic computer
3	Junior Accountant (MG NREGA)	Software related training Basic computer Accounting procedure Guidelines of MG NREGA

B. Panchayati Raj Department

The information for Panchayati Raj Department for State, District, Block and Gram Panchayat level has been presented in the respective categories as under:

State Level:

Sr. No.	Category of Officials	Training Need
1	Joint Director Dy. Director District Audit Officer	Training on PR softwares
		Online monitoring & Computer Proficiency Personnel & Financial Management Interpersonal Skills
		Training on Development Programmes
2	Private Secretary Personal Assistant Ministerial Staff	OPFA E-Office
		Basic Computer Interpersonal Skills

District Level

Sr. No.	Category of Officials	Training Need
1	District Panchayat Officer District Audit Officer (Audit) Auditor	Panchayati Raj Act & Rules Public Service Guarantee Act /RTI Act Land Revenue Act Social Audit Process Plan Formulation I.T. Proficiency Leadership, Motivation & Communication Skills OPFA SOP on audit /Performance Audit Election procedures, Audit & Inquires Accounts Management Court Procedures Time Management
2	Principals Instructors Master Trainer	Information, Communication & Technology (ICT) Training techniques & tools (DTS/DoT)
3	Programmer	Training on all PR softwares

| 4 | Supdt. Accountant Sr. Assistant Jr. Assistant Jr.Stenographer Jr. Accountant Clerk | Panchayati Raj Act & Rules Training on PR softwares RTI Act Basic Computer Managerial Skills Service & Conduct Rules MIS Written Communication Time Management |

Block Level

Sr. No.	Category of Officials	Training Need
1	Panchayat Inspector Panchayat Sub Inspector	Panchayati Raj Act & Rules E-applications of PR Election procedures, Audit & Inquires (Induction) Election procedures, Audit & Inquires (Refresher) Public dealing & personal interpersonal skills
2	Election Assistant	Election procedures Court procedures Accounts Management in Election Process
3	Jr. Engineer	Forest Rights Act Forest Conservation Act Designing of RCC & Steel Structures Auto CAD, STAAD Pro, Build Master Online estimates, MBs, Estimates, Assessment & Quality Control of Rural Works. Basic Computer

Gram Panchayat Level

Sr. No.	Category of Officials	Training Need
1	Panchayat Secretary/ Panchayat Sahayak	PR Act., Rules & Schemes Training on E-Applications RTI Act & Service Guarantee Act. Basic Computer Public Dealing & Interpersonal Skills Advance Computer Cashless transactions Project Management
2	Technical Assistant	Rural Civil Works Estimate / Measurement /Assessment & Quality Control. Auto CAD, STAAD Pro, Build Master Online estimates, MBs

The points inviting attention as brought out in the meeting held chaired by the Director, RD & PR laid focus on one major issue of Professional Training for BDOs. It was insisted upon to organize professional training of BDO, both direct recruits and promotees by SIRD. The programme to be a good mix of theory- classroom training; Attachment–working in blocks with monitoring by senior BDOs and Assignment- attempting project reports based on the field attachments. The suggestion was included in the TNA as this issue was already addressed by Worthy ACS(Training) to the Govt. of HP.

On the basis of the above Training Needs Assessment, the State Training Action Plan for next five years 2017-2022 has been attempted.

VI. STATE TRAINING ACTION PLAN-HP

The State Training Action Plan has been formulated on the basis of the findings of Training Needs Assessment, observations and suggestions of the Committee constituted by the Govt. of HP for the purpose besides comments and valuable proposals of RD & PR Department officers. The template provided by NIRD & PR, Hyderabad has been followed for formulating the State Training Action Plan (HP STAP). The structure of HP STAP has been presented in the chart given below:

Chart 6.1: Structure of HP STAP
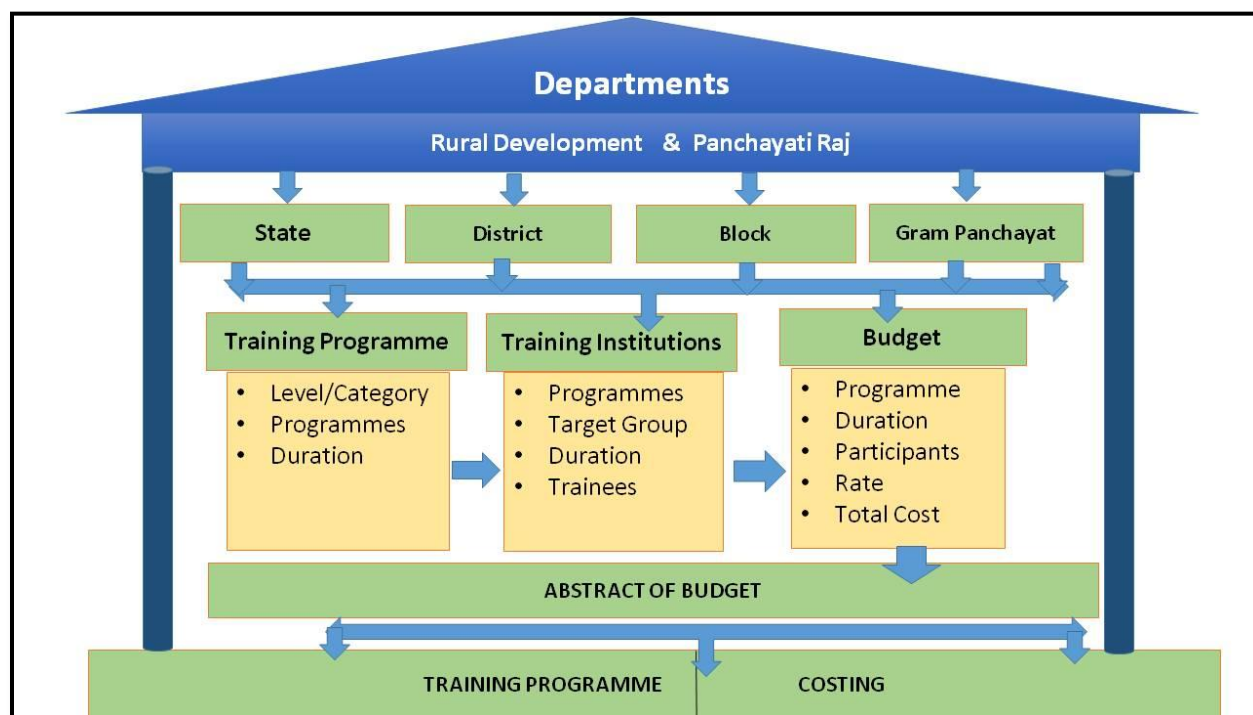
The component-wise details of the HP-STAP are explained below in their respective categories as indicated in the Chart-II: Structure of HP-STAP.

6.1 Type of Training Programmes

A. Rural Development Department

State Level:

Sr. No.	Level/Category	Title of The Programme	Duration (days)
1.	JD / CEO (NRLM) / PDs	MGNREGA SBM(G) PMAY(G) IWMP/PMKSY NRLM MDP Financial Management Court Procedure RTI & PSG Act	3-5

2.	DD/ Astt. Director/ SPM /Master Trainers/ Stat Officer	NRLM SBM (G) MGNREGA PMAY(G) IWMP/PMKSY MDP Financial Management Court Procedure RTI & PSG Act	3-5
3	.Dy. Controller(F&A)	MGNREGA Financial Management	33

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District Level

</div>

Sr. No.	Level/Category	Title of The Programme	Durat ion (days)
1	Section Officer (Audit)	OPFA MDP RTI & PSG Act.	3-5
2	Executive Engineer/Assist ant Engineer/Jr.	MGNREGA SBM(G) PMAY(G) IWMP/PMKSY Rural Civil Works MDP	3-5
3	Supdt. Gr-I/ Gr II/ Sr. Astt./ Clerks, Investigator & Stat.Astt. Etc.	MGNREGA SBM(G) PMAY(G) IWMP/PMKSY OPFA RTI & PSG Act ICT	3-5
4	Dy. Director cum PO DRDA	MGNREGA SBM(G) PMAY(G) IWMP/PMKSY NRLM OPFA Court Procedure RTI & PSG Act.	
5	APO (MGNREGA)/ APO (Watershed) /Technical Expert	MGNREGA IWMP/PMKSY RTI & PSG Act.	

6	Account Officer/Supdt. / Accountants/Sr. Assistants / Clerks etc.	MGNREGA SBM(G) PMAY(G) IWMP/PMKSY NRLM OPFA RTI & PSG Act. ICT	
7	Assistant Engineer/ Jr. Engineer/ Draftsman	MGNREGA SBM(G) PMAY(G) IWMP/PMKSY Rural Civil Works	
8	Computer Operators/ Data Entry Operators	MGNREGA SBM(G) PMAY(G) IWMP/PMKSY NRLM MIS & ICT	

Block Level

Sr. No.	Level/Category	Title of The Programme	Duration (days)
1	BDOs	MGNREGA (Refresher) SBM(G) PMAY(G) IWMP/PMKSY NRLM RTI & PSG Act Court Procedure Technical Training for Non-	3-5
2	SEBPO/ LSEO/ LVDC	MGNREGA (Refresher) SBM(G) PMAY(G) IWMP/PMKSY NRLM RTI & PSG Act OPFA	3-5
3	Sudt./Sr. Assistant/ Accountant/Progress Assistant/ Clerk	MGNREGA SBM(G) PMAY(G) IWMP/PMKSY NRLM Technical Training for Non-Technical Professionals OPFA RTI & PSG Act.	3-5
4	Computer Operator	MGNREGA SBM(G) PMAY(G) IWMP/PMKSY NRLM ICT & MIS	3-5

Gram Panchayat Level

Sr. No.	Level/Category	Title of The Programme	Dura tion
1	Panchayat Secretary / Shayaks	Induction & Refresher Trainings MGNREGA SBM(G) PMAY(G) IWMP/PMKSY (NRLM RTI & PSG Act. Technical Training for Non-Technical Professionals OPFA	30 3-5
2	Gram Rozgar Sahayak (GRS)	Basic computer MGNREGA	3

B. Panchayati Raj Department

State Level:

Sr. No.	Level/Category	Title of The Programme	Duration (in days)
1	Joint Director/ Dy. Director	Panchayati Raj Act,Rules,Procedures & Schemes Court Procedure RTI & PSG Act. Training on PR softwares MDP	3-5
2	Private Secretary/ Personal Assistant / Sudt. / Sr.Astt. & Clerks	OPFA RTI & PSG Act.	3-5

District Level

Sr. no.	Level/Category	Title of The Programme	Duration (in days)
1	District Panchayat Officer/ Principals/ Instructors PRTIs/ District Audit Officer	Panchayati Raj Act, Rules, Procedures and Schemes Technical Training for Non-Technical RTI & PSG Court Procedure OPFA MDP E-Panchayat	3-5
2	Principals/ Instructors/ Master Trainer	Training techniques & tools ICT & MIS	3-5
3	Programmer	Training on all PR softwares ICT	3 3
4	Supt./ Accountant/Sr. Assistant /Jr. Assistant/ Steno. / Jr. Accountant/Cler	Panchayati Raj Act,Rules, Procedures & Schemes OPFA RTI & PSG Act Basic Computer	3-5

Block Level

Sr. No.	Level/Category	Title of The Programme	Duration (in days)
1	Panchayat Inspector/ Panchayat Sub Inspector / Election Assistant	Panchayati Raj Act, Rules, Procedure & Schemes Development Programmes of RD, PR & other Line Departments E-Panchayat RTI & PSG Act Court Procedure MDP	3-5
2	Jr. Engineer	Development Programmes of RD, PR & other Line Departments Rural Civil Works	3

Gram Panchayat Level

Sr. No.	Level/Category	Title of The Programme	Duration (days)
1	Panchayat Secretary/ Panchayat Sahayak	Induction & Refresher Courses Panchayati Raj Act, Rules, Procedure & Schemes Development Programmes of RD, PR & other Line Departments	30 3-5
2	Technical Assistant	Development Programmes of RD, PR & other Line Departments. Rural Civil Works	3

6.2 Training Institutions

The training institutions/place of training as emerged from the TNA are presented hereunder:

6.2.1 NIRD & PR

6.2.2 SIRD

6.2.3 ETC/ PRTI

6.2.4 Regional / DTC/ Block & GP level

6.2.5 Others

6.3 Institution-wise Trainings

6.3.1 NIRD & PR

Sr. No.	Programmes (Theme)	Target Group	Duration (days)	Total No. of persons to be trained
1.	MGNREGA	Joint Director/ DD/ PDs & PO DRDAs, Executive	3	30
2.	SBM(G)	Joint Director/ DD/ PDs & PO DRDAs & Faculty of	3	30

			Duration	Total No. of persons
3.	PMAY(G)	Joint Director/ DD/ PDs & PO DRDAs, Executive	3	30
4.	IWMP/PMK SY	Joint Director/ DD/ PDs & PO DRDAsExecutive Engineer , & Faculty of	3	30
5.	NRLM	Joint Director/ DD/ PDs & PO DRDAs & Faculty of	3	30
6.	MDP	Joint Director/ DD/ PDs & PO DRDAs , Executive Engineer & Faculty of SIRDs	3	30
7.	Financial Managem ent	Joint Director/ DD/ PDs & PO DRDAs, Executive Engineer & Faculty of SIRDs	3	30
8.	ICT	Joint Director/ DD/ PDs & PO DRDAs, Executive Engineer & Faculty of SIRDs	3	30
9.	Rural Civil Works	Joint Director/ DD/ PDs & PO DRDAs, Executive Engineer & Faculty of SIRDs	3	30

6.3.2 SIRD

Sr. No.	Programmes (Theme)	Target Group	Duration (days)	Total No. of persons to be trained
1.	Professional Training for BDOs	Direct/ Promotee BDOs	4-Weeks (Tentative)	25
2.	MGNREGA	BDOs, SEBPOs, APOs, Accounts Officers, AE/ JEs, Computer Operators ,Sudt. / Accountant & Officers of Line/Dev. Deptt.		728

3.	SBM(G)	Distt. Coordinators, BDOs, Block Coordinators & other Staff		282
4.	PMAY(G)	BDOs, SEBPOs/LSEO, AEs/JEs & other Staff		270
5.	IWMP/PMKSY	Staff of SLNA/ DWDA & Block level		564
6.	NRLM	State/ Distt & Block level Staff		1500
7.	Planning & Mgt	Sub Dev. / Block Level & Below Block Level Officers /Officials of Line Deptts.		780
8.	Rural Civil Works	A Es & J Es of RD & PR Deptt.		200
9.	MIS on Rural Dev. Applications	Computer Operators/ DEOs		105
10.	Technical Training for Non Technical Staff	BDOs, SEBPOs, PIs, DAOs/ Auditors etc.		334
11	PR Act, Rules, Procedure , & Schemes	DPOs, Pis, DAO, Auditors, Principal/ Instructors PRTIs & other Staff	5	300
12.	OPFA	BDOs, Supdt., Accountants, Sr.Astt. , Clerks & other staff	5	774
13.	RTI & PSG Act.	BDOs, Supdt., Accountants, Sr.Astt. , Clerks & other staff	3	774
14	ICT	C omputer /Data Entry Operators & Ministerial Staff of RD & PR and other line Deptt.	5	1500
15	MDP	Officers/ Officials of RD & PR and other Dev./Line Departments	5	750

16	Women & Child Dev.	Officers/ Officials of RD & PR and other Dev./Line Departments	5	750
17	Participatory Planning	Sub Dev. / Block Level & Below Block Level Officers /Officials of Line Deptts.	5	780
18	Court Procedure	Officers of RD & PR Deptt.	3	120
19.	Induction Training for Zila Parishad	Chairman/ Vice Chairman & Z.P. Members	5	251
20.	Refresher Training fro Zila Parishad	Chairman/ Vice Chairman & Z.P. Members	3	251

6.3.3 PRTI/ ETC

Sr. No.	Programmes (Theme)	Target Group	Durati on (days)	Total Numbe r of person s to be trained
1.	Professional/In duction Training	Panchayat Secretaries/ Shayaks	4-weeks	90
2.	MGNREGA	Panachayat Secretaries/ Shayaks, T As, GRS, Officials of line Deparments	3	5426
3.	SBM(G)	Panachayat Secretaries/ Shayaks & Sanitation Volunteers	3	6452
4.	PMAY(G)	Panachayat Secretaries/ Shayaks	3	3226

5.	IWMP/PMKSY	Panachayat Secretaries/ Shayaks & Jalagam Sahyak	3	6452
6.	Panchayati Raj Act, Rules, Procedure &	Panachayat Secretaries / Shayaks,	3	3226
7.	E-Panchayat	Panachayat Secretaries / Shayaks	3	3226
8.	Technical Training for Non-Technical Professionals	Panachayat Secretaries / Shayaks & GP Pradhans	3	6452
9.	Rural Civil Works	T.As	3	1100
10.	Induction Training for Panchayat Samiti	Chairman/ Vice Chairman & Members of Panchayat Samiti	3	1682
11.	Refresher Training for Panchayat Samiti	Chairman/ Vice Chairman & Members of Panchayat Samiti	3	1682

6.3.4 District/ Blocks/ Gram Panchayat

Sr. No.	Programmes (Theme)	Target Group	Duration (days)	Total Number of perso
1.	District: Induction /Refresher Training	GP Pradhans/Up Pradhans	3	6452
2.	Blocks: Induction Training	GP Members	1	16,204

3.	GP Level: Gram Sabhas/ SHGs/CBOs etc.	Members of Gram Sabhas/SHGs/ CBOs etc.		1	100 Members per

6.3.5 Other Training Institutions

Sr. No.	Programmes (Theme)	Target Group	Duration (days)	Total no. of persons to be trained	Other Institutions
01	NRLM (Innovation in livelihood)	Master Trainer (NRLM)	05		NISG Delhi, Hyderabad. Srijan, Sewa Mandir Pradan
02	SBM (Tech. opt. under SLWM)	State Co-ordination SBM Consultant	03		WWF, Gamga achi Parivar, MEETRA, toxic links
03	SBM (MIS)	MIS Incharge	03		NIC, SIRD
04	Attitude and Aptitude	All PDs/SPMs/State Co-ordinator	03		IIM/TISS
05	Rural Civil Works	EEs/AEs	03		NIT, IIT Mandi, HP Tech. University, Gandhi Gram India
06	AutoCAD, STAD Pro, Build Master	Block Engineer/ TEs/ TAs	07		NIT, Sai Engineer
07	Scheme based training	APO (MGNREGA & Watershed)	03		PRAXIS, PRIA
08	MDP (Management skills)	BDO	05		IIMs/B-Schools

09	MDP (Managerial skills)	APO (MGNREGA & Watershed)	05			IIMs/B-Schools
10	Exposure visit to showcase best practices	Dy. Director(DRDA), Supdt., District Coordinator (SBM), Project Eco/APOs				Interstate
11	Technical trainings for non-technical professionals	Sr. Assistant / Accountant (Block level , RD)	03			PSI Dehradun
12	MDP (Management skills)	BDOs	05			B;Schools / IIMs
13	Audit & Enquiry procedures	PIs	03			KILA, Kerala
14	Panchayti Raj Software's	PIs	03			KILA, Kerala

6.5 Budget Estimates

6.5.1 SIRD

Sr. No.	Programmes (Theme) RD	Duration (days)	Total Number of persons to be trained (2017-2022	No. of courses @ 30 per course (2017-2022	Cost per day per participant	Budget Estimates (Rs. In lakh)
1.	Professional Training for BDOs	4-Weeks (Tentative)	50	2	1,500/-	21.00

2.	MGNREGA	3	728	48	1,500/-	64.80
3.	SBM(G)	3	282	20	1500/-	27.00
4.	PMAY(G)	3	270	18	1500/-	24.30
5.	IWMP/PMKSY	3	564	40	1500/-	54.00
6.	NRLM	3	1500	50	1500/-	67.50
7.	Planning & Mgt	5	780	25	1500/-	56.25
8.	Rural Civil Works	3	200	14	1500/-	18.90
9.	MIS on Rural Dev. Applications	3	105	12	1500/-	16.20
10.	Technical Training for Non Technical Staff	3	334	20	1500/-	27.00
11	PR Act, Rules, Procedure , & Schemes	5	300	30	1500/-	67.50
12.	OPFA	5	774	25	1500/-	56.25
13.	RTI & PSG Act.	3	774	25	1500/-	56.25
14	ICT	5	1500	50	1500/-	112.50
15	MDP	5	750	25	1500/-	56.25

Sr. No.	Programme (Theme)	Duration	Total No. of persons to be trained	No. of courses @ 40 per course	Cost per day per participant	Budget Estimates (Rs. In lakh)
16	Women & Child Dev.	5	750	25	1500/-	56.25
17	Participatory Planning	5	780	25	1500/-	56.25
18	Court Procedure	3	120	5	1500/-	6.75
19.	Induction Training for Zila Parishad	5	251	8	1500/-	18.00
20.	Refresher Training fro Zila Parishad	3	251	8	1500/-	10.80
	Total			475		873.75

6.5.2 PRTI/ ETC

Sr. No.	Programmes (Theme)	Duration	Total Number of persons to be trained	No. of courses @ 40 per course	Cost per day per participant	Budget Estimates (Rs. In lakh)
1.	Professional/Induction Training	4 - weeks	120	3	1000/-	11.20
2.	MGNREGA	3	5426	270	1000/-	324.00
3.	SBM(G)	3	6452	320	1000/-	384.00
4.	PMAY(G)	3	3226	160	1000/-	192.00
5.	IWMP/PMKSY	3	6452	320	1000/-	384.00

Sr. No.	Programmes	Duration	Total Number of persons to be trained	No. of courses @ 50 per course	Cost per day per participant	Budget Estimates Rrs. In lakh
6.	Panchayati Raj Act, Rules, Procedure & Schemes	3	3226	160	1000/-	192.00
7.	E-Panchayat	3	3226	160	1000/-	192.00
8.	Technical Training for Non-Technical Professionals	3	6452	160	1000/-	192.00
9.	Rural Civil Works	3	1100	55	1000/-	66.00
10.	Induction Training for Panchayat Samiti	3	1682	80	1000/-	96.00
11.	Refresher Training for Panchayat Samiti	3	1682	80	1000/-	96.00
	Total			1768		2129.20

6.5.3 District/ Block/ GP level

Sr. No.	Programmes (Theme) PR	Duration (in days)	Total Number of persons to be trained	No. of courses @ 50 per course (2017-2022	Cost per day per participant	Budget Estimates Rrs. In lakh)

1	District: Induction/Refresher Training for Pradhans/Up Pradhans	3	6452	260	1000/-	390-00
2.	Block: Induction Training for GP Members	1	16,204	@80 trainees per Camp 200 Camps	500/-	80.00
3.	GP /Village Level Mobilization Camps for Gram Sabhas/CBOs & SHGs Members	1	3,22,600	@100 members per camp 9,678 Camps	10,000/-per camp	967.80
	Total					1437.80

6.6   Abstract of Budget Estimates

Total Training Programmes & Estimated Budget 2017-2022			
Sr. No.	**Name of Institution**	**Total No. of Proposed Trainings**	**Total Estimated Cost (Rs. In Lakhs)**
1	State Institute of Rural Dev.	475	873.75
2	PRTIs/ETCs	1768	2129.20
3	District Level	260	390.00
4	Block Level	200	80.00
5	Gram Panchayat /Village Level (Camps)	9678	967.80
6	Total Trg	2703	4440.75

7		Camps	9678	
8	Annual Trainings /Estimated Budget	Trg	540	
9		Camps	1935	888.15

S. No.	Programmes and Budget	2017-18	2018-19	2019-20	2020-21	2021-22	Total
1	Total No. of Programmes/	540	540	540	540	540	2703
	Camps	1935	1935	1935	1935	1938	9678
2	Budget required (Rs. in Lakh)	888.15	888.15	888.15	888.15	888.15	4440.75

Points for Consideration

There are two worth considering points in the State Training Action Plan as emanated from the discussion of the Committee as well as observations of RD Department presented below.

i) **Faculty:** The selection and identification of suitable and appropriate faculty in the training courses is the backbone of any course. It was contemplated that faculty identification for the proposed courses needs to be stressed upon with appropriate blending of practitioners with proven competencies. It was resolved that a pool of resource persons may be created which may include retired as well as in-service officers of RD & PR Departments. A criteria may be evolved for identification and selection of most suitable faculty. It was decided that SIRD will take up this matter with RD, PR and line departments for such identification besides its own process of selection of resource persons.

ii) **Funding:** The abstract of budget estimates gives an account of the cost involved in organizing the trainings proposed in HP-STAP which may not be

possible for the SIRD or State Government to meet from their own resources. It was resolved that the matter may be taken up with NIRD & PR, MoRD and MoPR for funding besides this, possibility may also be explored to arrange funds under OTC programmes, training funds available with departments in the respective programmes, NIRD off-campus trainings, networking courses of NIRD besides State courses.

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Government of Himachal Pradesh
Rural Development Department

No. RDD-AA-(B)-12-2/2013- I-L   Dated: Shimla-9   December, 2016

NOTIFICATION

The Governor, Himachal Pradesh is pleased to constitute a committee under the Chairmanship of Sh. Kewal Sharma Joint Director (PR) to finalize the Training Policy and Action Plan of Rural Development & Panchayati Raj Department. The members of the committee are as under.-

1. Sh. Satish Sharma, Deputy Director, SIRD — Member
2. Sh. B.D. Sharma, Deputy Director, MGNREGA — Member
3. Sh. Bhuvan, Project Director, NRLM. — Member
4. Sh. Suresh Singha, Deputy Director, DRDA, Shimla. — Member
5. Sh. Vijay Bragta, DPO Solan. — Member
6. Sh. Raj Kumar Bhota, Principal, PRTI, Mashobra — Member
7. Representative of SBM Scheme. — Member
8. Sh. Rajeev Bansal, R O HIPA, Member Secretary — Member Secretary

By order

Ex-officio Secretary-cum-Director (RD&PR) to the
Government of Himachal Pradesh.

Endst. No. As above   Dated Shimla-9   14 December 2016

Copy is forwarded to the following for information and necessary action.-

1. Private Secretary to the Governor, Himachal Pradesh, Shimla-2
2. The Secretary(RD) to the Government of Himachal Pradesh
3. The Joint Secretary (RD-I & II) to the Government of Himachal Pradesh.
4. The Director, H.P Institute of Public Administration, Shimla-12 w.r.t his letter No. HIPA (Trg) G (SIRD-STP)-112016 dated 1st November, 2016.
5. All the concerned Members of the Committee.
6. Guard File.

Joint Secretary-(RD) to the
Government of Himachal Pradesh

State Level Workshop-Shimla
List of Participants

Sr. No	Name	Designation	Official Address	Mobile Number
1.	Deoli Thakur	Computer Professional	Department of Panchayat Office	9805212235
2.	Dr. Bhuwan Sharma	Project Director	Rural Department and Panchayti Raj Shimla	9418670335
3.	H.K. Gupta	Executive Engineer	Department of Panchayat Office Shimla	9418135474
4.	Kewal Sharma	Joint Director	Rural Department and Panchayti Raj Shimla	9418626511
5.	Raj Kumar Bhota	Principal	PRTI, Mashobra	9418020909
6.	Rajesh Kumar Jharta	Consultant-SBM-G	Rural Department and Panchayti Raj Shimla	9816200456
7.	S.M. Sani	Joint Director	Rural Department and Panchayti Raj Shimla	9418341989
8.	Sandeep Kumar	Nodal Officer, MGNREGA	Rural Department and Panchayti Raj Shimla	9418175934
9.	Satish Sharma	Dy. Director	Department of Panchayat Office Shimla	9418929292
10.	Sonia Banyal	Law Officer	Rural Department and Panchayti Raj Shimla	9418157864
11.	Subhash Sharma	District Audit Officer	Department of Panchayat Office Shimla	9418119998
12.	SumantoBenerjee	Project Manager	e-PRI	7536058624
13.	Vijay Bragta	DPO	DPO-Solan	9816496252

Division Level Workshop-Dharamshala
List of Participants

Sr. No	Name	Designation	Official address	Mobile number
1.	Aneesh Kumar	Clerk	Department of Panchayat Office Kangra	9816069968
2.	Anil Kumar	Auditor	Department of Panchayat Office Chamba	9736719874
3.	Aniradha Saini	Auditor	Department of Panchayat Office Kangra	9418834398
4.	Anupama	DEO	DWDA Kangra	9459259536
5.	Anurag Parmar	Auditor	Department of Panchayat Office Kangra	9816026068
6.	Asha Rani	Desktop Er.	Department of Panchayat Office Una	9459948530
7.	Ashawani Kumar Sharma	DAO	Department of Panchayat Office Kangra	9418687246
8.	Babli Devi	Sr. Assistant	Department of Panchayat Office Kangra	7807356474
9.	Bhoop Chand	Auditor	Department of Panchayat Office Una	9418514818
10.	Bishu Ram	Auditor	Department of Panchayat Office Una	9805163758
11.	Brinda Thakur	Sr. Assistant	District Rural Development Agency Kangra	8988295015
12.	Desh Raj	CO	DWDA Kangra	9418677469
13.	Dinesh Sharma	Jr. Assistant	Department of Panchayat Office Chamba	9418000734
14.	Dinesh Sharma	Clerk	Department of Panchayat Office Chamba	8894153992
15.	Gagan Singh	Auditor	Department of Panchayat Office Kangra	9418678071
16.	Ganesh Dutt	Auditor	O/O DPO, Dharamshala	9418114331
17.	Hans Raj	Auditor	Department of Panchayat Office Chamba	9805402270
18.	Harbans Singh	Dist. Audit Officer	Department of Panchayat Office Chamba	9816174772
19.	Harbans Singh	Dist. Audit Officer	Department of Panchayat Office Chamba	9816174772
20.	HariKrishan	Election Assistant	Department of Panchayat Office Kangra	9418656477
21.	Inder Kumar	Auditor	District Panchayat Office-Kangra	9418407105
22.	Jai Pal	Panchayat Secretary	Block Development Office Nalagarh,Solan	9418074785
23.	Joginder Singh	Auditor	Department of Panchayat Office Una	9816722039
24.	Krishan Kumar	Jr. Assistant	Department of Panchayat Office Kangra	NR
25.	Kuldeep Kumar	Auditor	O/O DPO, Chamba	9816051351
26.	Kuldip Singh	AO	District Rural Development Agency Una	9418138735
27.	Madan Mohan Singh	Junior Engineer	Department of Panchayat Office Chamba	9418113873
28.	Manish Sharma	CO(BRGF)	Department of Panchayat Office Chamba	9816301465
29.	Neel Kumar	Auditor	Department of Panchayat Office Una	9882652344
30.	NeelamKatoch	Auditor (P)	O/o District Panchayat Officer, Kangra at	9418491119

			Dharamshala	
31.	Nirdosh Sharma	Auditor (P)	O/o District Panchayat Officer, Kangra at Dharamshala	9816222787
32.	NK Sharma	APO	District Rural Development Agency Una	9418102973
33.	Paramjit Singh	Auditor	Department of Panchayat Office Una	9805866450
34.	Raj Parkash	DEO	Department of Panchayat Office Kangra	9418869959
35.	Rajender Kumar	DPO	Department of Panchayat Office Kangra	9418458740
36.	Rakesh Kumar Dhiman	Auditor	District Panchayat Office-Chamba	9418089906
37.	Raman Sharma	DPO	DPO-Mandi	9418475736
38.	Ramesh Chand	Jr. Accuntant	ZilaParishad, Kangra	9805034387
39.	Reetu Thakur	Steno Typist	District Rural Development Agency Kangra	9459039945
40.	Samar Jeet	Auditor	Department of Panchayat Office Kangra	9418246015
41.	Sanjay Kumar	Auditor (P)	O/o District Panchayat Officer, Una	9418214649
42.	Sanjeev Thakur	PD cum PO	District Rural Development Agency Chamba	9418115038
43.	Satish Chand	Auditor (P)	Distt. Panchayat Office-Kangra	9816545510
44.	Shashi Bala	Superintendent(Grade-II)	O/O DPO, Kangra at D/Shala	9418331382
45.	SumanLata	-	Department of Panchayat Office Kangra	9625626333
46.	Suresh Kumar	Auditor	Department of Panchayat Office Una	9805809120
47.	Suresh Kumar Sharma	Auditor	Department of Panchayat Office Chamba	9418112053
48.	Suresh Verma	Dist. Coordinator	District Rural Development Agency Una	9817276318
49.	UpenderNath Sharma	Jr. Engineer	Block Development Office Amb,Una	9418454741
50.	Vikram Kumar	Auditor	Department of Panchayat Office Kangra	9418121362
51.	Vinod Kumar	Auditor (P)	O/o District Panchayat Officer-Una	8894485800
52.	Virender Kumar	Jr. Assistant	Department of Panchayat Office Kangra	7777777777
53.	Vishal Dhiman	Computer Operator	District Rural Development Agency Una	9418329129

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Divisional Level Workshop-Mandi
List of Participants

</div>

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1.	Bharti Thakur	Computer Operator	DRDA-Mandi	9418158526
2.	Bimla Bhatti	Superintendent	DPO-Kullu	9418028855
3.	Danlat Ram	Jr. Asstt.	DRDA-Kullu	9817341485
4.	Er. Gopal Krishan	Tech. Expert(Civil)	Rural Development Department, Mandi	9418062489
5.	Gain Thakur	Tech. Expert Watershed	DRDA-Kullu	9418485365
6.	Ghanshyam Sharma	Auditor (P)	DPO-Mandi	9418454622
7.	Girish Sumra	DPO	DPO-Mandi	9418050054
8.	GovindRana	District Coordinator	DRDA-Hamirpur	9817357627
9.	Hari Singh Thakur	District Audit Officer	DPO-Mandi	9418113304
10.	Hira Devi	L.S.E.O.	DRDA-Kullu	9418889732
11.	Inder Dev	District Project Coordinator (SBM)	DRDA-Kullu	9418044473
12.	Jagdish Thakur	Auditor (P)	DPO-Mandi	9882524999
13.	Jawra Devi	L.S.E.O.	DRDA-Mandi	9418879309
14.	K.S. Sanora	A.E.	DRDA-Kullu	9817014203
15.	Kahan Singh	Panchayat Secretary	DPO-Mandi	4444444444
16.	Krishna Vaidya	Project Economist	DRDA-Mandi	9816185012
17.	Lal Chand	Auditor (P)	District Panchayat Officer, Lahaul&Spiti at Keylong	9418128545
18.	Lottam Ram Thakkur	T.E.	DWDA-Mandi	9418845222
19.	Mohinder	Auditor (P)	DPO-Mandi	9459188768
20.	Mohinder Singh	Auditor (P)	DPO-Hamirpur	9817249054
21.	Nalender Kumar Sharma	Sr. Asstt.	DRDA-Kullu	8894139547
22.	Pradeep Kumar	PODRDA	DRDA-Mandi	9418448621
23.	Praveen Kumar	Computer Operator	DRDA-Hamirpur	9418318615
24.	Promila	P.A.	ZilaParishad-Mandi	9805397020
25.	Raj Kumar	Auditor (P)	DPO-Mandi	9418014630
26.	Rattan Chand	A.E.	DRDA-Hamirpur	9418337122
27.	Ravinder Kumar	JOA	DPO-Mandi	9418760114
28.	Ravinder Pal	Auditor (P)	DPO-Hamirpur	9418405739
29.	Sanjeet Singh	PODRDA	DRDA-Hamirpur	9418071143
30.	Shiv Dass	Panchayat Inspector	Block Development Office Nagar-Katrain,Kullu	9418809005
31.	Sonia Thakur	Computer Operator	DRDA-Kullu	9459381001
32.	Suresh Kumar	District Audit	DPO-Hamirpur	9816319827

		Officer		
33.	Susheela	Desktop Engineer	O/o DPO, Kullu	9459225449
34.	SushmitaKumari	Computer Operator	DPO-Bilaspur	9805153083
35.	Upender	Clerk	DPO-Mandi	NR
36.	Vijay Kumar	Computer Operator	DRDA-Kullu	9418189704
37.	Vindo Kumar	Sr. Asstt.	DRDA-Kullu	9816230577
38.	Vinod Kumar	Auditor (P)	Panchayati Raj Department	9418988108
39.	Yash Pal Sharma	Asstt. Controller (F&A)	DRDA-Kullu	9418172283

District Level Workshop- Bilaspur
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3.	Ashok Kumar	Tech. Asstt.	Block Development Office Ghumarwin,Bilaspur	9817986013
4.	Balbir Kumar	Computer Operator	BDO Office Sadar Bilaspur	9816242462
5.	Bhagat Ram Thakur	SEBPO	Block Development Office, Bilaspur	9817016202
6.	Bishan Singh	Tech. Asstt.	Block Development Office Ghumarwin,Bilaspur	9817409795
7.	Chunilal Thakur	SEBPO	Block Development Office Jhandutta,Bilaspur	9816086225
8.	Desh Raj	J.E.	Block Development Office Naina Devi Ji at Swarghat, Bilaspur	9418058714
9.	Deshraj Kumar	Tech. Asstt.	Block Development Office Naina Devi Ji at Swarghat, Bilaspur	9805947106
10.	Devraj	Tech. Asstt.	Block Development Office Ghumarwin,Bilaspur	8627027684
11.	Hans Raj Chauhan	Tech. Asstt.	Block Development Office Jhandutta,Bilaspur	9736302581
12.	Kamal Kumar	Tech. Asstt.	Block Development Office, Bilaspur	9418602644
13.	Kashmir Singh	Tech. Asstt.	Block Development Office Ghumarwin,Bilaspur	8894454461
14.	Kiran Devi	Tech. Asstt.	Block Development Office Ghumarwin,Bilaspur	9418144578
15.	Lakh Ram	J.E.	Block Development Office Ghumarwin,Bilaspur	9418045106
16.	Maliti Mala	Sr. Asstt.	Block Development Office Jhandutta,Bilaspur	9816266360
17.	Manmohan Sharma	Accountant	Block Development Office, Bilaspur	9418023424
18.	Manoj Kumar	Tech. Asstt.	Block Development Office Jhandutta,Bilaspur	9418177854
19.	Mehar Singh	Tech. Asstt.	Block Development Office Ghumarwin,Bilaspur	9817156256
20.	Narinder Pal	Tech. Asstt.	Block Development Office Naina Devi Ji at Swarghat, Bilaspur	9418177153
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23.	Pankaj Sharma	Tech. Asstt.	Block Development Office Ghumarwin,Bilaspur	9816962822
24.	Pardeep Singh	Tech. Asstt.	Block Development Office Naina Devi Ji at Swarghat, Bilaspur	9805891864
25.	Parkash Chand	BDO	Block Development Office Jhandutta,Bilaspur	9418529565
26.	Parkash Chand	Tech. Asstt.	Block Development Office Ghumarwin,Bilaspur	9805612912

27.	ParkashKumari	L.S.E.O.	Block Development Office Jhandutta,Bilaspur	8894828988
28.	Pawan Kumar	Tech. Asstt.	Block Development Office Jhandutta,Bilaspur	9817187896
29.	Pawan Singh	Tech. Asstt.	Block Development Office Naina Devi Ji at Swarghat, Bilaspur	9882863102
30.	Raj Kumar	Sr. Asstt.	Block Development Office Ghumarwin,Bilaspur	9418046211
31.	Raj Kumar Chandel	Accountant	Block Development Office Ghumarwin,Bilaspur	9857784002
32.	Rajender Kumar	Tech. Asstt.	Block Development Office Jhandutta,Bilaspur	9817404795
33.	Rajesh Kumar	Tech. Asstt.	Block Development Office Ghumarwin,Bilaspur	9817086268
34.	Rajesh Kumar	Tech. Asstt.	Block Development Office Ghumarwin,Bilaspur	9817064151
35.	Rajesh Sharma	J.E.	Block Development Office, Bilaspur	9816300725
36.	RajniKumari	Tech. Asstt.	Block Development Office Ghumarwin,Bilaspur	9882164121
37.	Rakesh Kumar	Panchayat Secretary	Block Development Office Naina Devi Ji at Swarghat, Bilaspur	9882097282
38.	Rakesh Kumar	Tech. Asstt.	Block Development Office Ghumarwin,Bilaspur	9817097709
39.	Rakesh Sharma	Sub Inspector Panchayat	Block Development Office Jhandutta,Bilaspur	9817117177
40.	Ramesh Chand	Sr. Asstt.	Block Development Office Bilaspur	9805354816
41.	Ramesh Kumar	Panchayat Sahayak	Block Development Office Naina Devi Ji at Swarghat, Bilaspur	9816182050
42.	Rattan Lal	Panchayat Inspector	Block Development Office Jhandutta,Bilaspur	9805987587
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44.	Ravi Sharma	SEBPO	Block Development Office Ghumarwin,Bilaspur	9418466741
45.	Shyam Singh Chandel	Panchayat Inspector	Block Development Office, Bilaspur	9882043184
46.	Subhash Chand	Tech. Asstt.	O/o BDO-Ghumarwin,Bilaspur	8894203717
47.	Subhash Kumar Sharma	Sub Inspector Panchayat	Block Development Office, Bilaspur	9418005164
48.	SumanKumari	Tech. Asstt.	O/o BDO-Ghumarwin,Bilaspur	9418785500
49.	Surender Kumar	Tech. Asstt.	O/o BDO-Ghumarwin,Bilaspur	9817156261
50.	SyamLal	Tech. Asstt.	Block Development Office, Bilaspur	8679531000
51.	Tilak Raj	J.E.	Block Development Office, Bilaspur	9418153658
52.	Tilak Raj	Panchayat Inspector	Block Development Office Ghumarwin,Bilaspur	9418585278
53.	Vijay Attri	Block Engineer	Block Development Office Ghumarwin,Bilaspur	9418135330
54.	Vijay Kumari	L.S.E.O.	Block Development Office, Bilaspur	9817146703
55.	Virender Kumar Chadda	J.E.	Block Development Office Jhandutta,Bilaspur	9817223244
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District Level Workshop-Solan
List of Participants

Sr. No	Name	Designation	Official Address	Mobile Number
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4.	BhagwanDass	-	Block Development Office Nalagarh,Solan	9736470981
5.	Bhishma Gupta	L.V.D.C.	Block Development Office Nalagarh,Solan	9418484177
6.	ChamanLal Chauhan	Sub Inspector Panchayat	Block Development Office Kunihar,Solan	9418450513
7.	Chhanga Ram	Sub Inspector Panchayat	Block Development Office Solan	9805328005
8.	Darshan Singh	Tech. Asstt.	Block Development Office Nalagarh,Solan	9418100163
9.	Desh Raj Verma	J.E.	Block Development Office Nalagarh,Solan	9418372297
10.	Dharmender Chauhan	Tech. Asstt.	Block Development Office Solan	9418440540
11.	DharmenderVerma	Tech. Asstt.	Block Development Office Kandaghat,Solan	9816065470
12.	Dulta	BDO	Block Development Office Kandaghat,Solan	9816024480
13.	Er. Arvind Kumar Sharma	J.E.	Block Development Office Nalagarh,Solan	9817111203
14.	Er. J.P. Ranote	J.E.	Block Development Office Dharampur,Solan	9418078958
15.	Er. Naranjan Singh	J.E.	Block Development Office Nalagarh,Solan	9418015108
16.	Er. Samesh Sharma	J.E.	Block Development Office Dharampur,Solan	9418029233
17.	GaganSehjal	Computer Operator	Block Development Office Solan	9817056028
18.	H.C. Kamal	Accountant	Block Development Office Solan	9418383845
19.	H.C. Sharma	BDO	Block Development Office Nalagarh,Solan	9816643725
20.	Jaiwanti Thakur	BDO	Block Development Office Kunihar,Solan	9816940047
21.	Kamlesh Sharma	B.E.	Block Development Office Kunihar,Solan	9418021625

22.	LaveshVerma	J.E.	Block Development Office Dharampur,Solan	9418075454
23.	Manu Kumar	Block Engineer	Block Development Office Dharampur,Solan	9816665551
24.	MayankNegi	BDO	Block Development Office Dharampur,Solan	9805873137
25.	Naresh Sharma	SEBPO	Block Development Office Kandaghat,Solan	9817387615
26.	PremLal	Panchayat Inspector	Block Development Office Kandaghat,Solan	9817719205
27.	Rajesh Arora	J.E.	Block Development Office Kandaghat,Solan	9481037122
28.	Rajesh Kumar	Sub Inspector Panchayat	Block Development Office Dharampur,Solan	9805256739
29.	Rajesh Thakur	Sr. Asstt.	Block Development Office Kandaghat,Solan	8091994000
30.	Rakesh Kaushal	J.E.	Block Development Office Nalagarh,Solan	9857166085
31.	Rakesh Kumar	Tech. Asstt.	Block Development Office Dharampur,Solan	941846796
32.	Ramesh DuttSharam	J.E.	Block Development Office Solan	9816064805
33.	Sanjeev Kumar Puri	SEBPO	Block Development Office Nalagarh,Solan	9816874630
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35.	SulakshnaJaswal	J.E.	Block Development Office Solan	9418047692
36.	Sunil Sharma	Computer Operator	Block Development Office Kunihar,Solan	9816481133
37.	Tara Sharma	L.S.E.O.	Block Development Office Dharampur,Solan	9418547998
38.	Vijay Kumar Sharma	BDO	Block Development Office Solan	9418247366
39.	Vinay Sharma	Computer Operator	Block Development Office Nalagarh,Solan	9817135393
40.	VivekDhiman	J.E.	O/o DPO-Solan	9816002423
41.	Yaspal Singh	Panchayat Inspector	Block Development Office Nalagarh,Solan	8894417277