Abstract

Capacity building activities - Training programmes of SIRDs & PR, five RIRD & PRs and all DRCPs - sanction an amount of Rs.5 Crore per annum for the period between 2019-2020 and 2021-2022 totalling of Rs.15 Crore from the State Finance Commission devolution grant–Guidelines for Capacity building activities - Approved - Orders – Issued.

Rural Development and Panchayat Raj (PRIII) Department

G.O.(Ms.) No.51

Dated : 27.02.2020
திருவள்ளூர் ஆண்டு –2050
விகாரி – மாசி - 15

Read :

From the Additional Chief Secretary / Director General of Rural Development and Panchayat Raj letter No.38439/2019/Trg1, dated 13.08.2019.

ORDER :

In the letter read above the Additional Chief Secretary / Director General of Rural Development and Panchayat Raj has stated that Rural Development and Panchayat Raj Department has three distinct wings which have a mandate for taking development initiatives in providing basic needs of the rural community. Capacity Building is an integral part of all activities of each of these wings. In RD&PR Department there are about 32,035 officials working at various levels and 1,19,399 seats and Offices in the three tier Panchayat Raj Institutions. It is very imperative to provide adequate resources for capacity building and training to the Officials of RD & PR Department and the elected representatives to upgrade their skills and improve their knowledge level so as to implement the various schemes of the RD&PR department effectively and efficiently.

2. The Additional Chief Secretary / Director General of Rural Development and Panchayat Raj has also stated that the State Institute of Rural Development and Panchayat Raj is the Apex institute at Maraimalainagar and the five Regional Institutes of Rural Development and Panchayat Raj are entrusted with the responsibility of capacity building of staff of the department, different tiers of elected representatives of the Local Self-Government administration and other stakeholders. Apart from above, District Resource Centre for Panchayats (DRCPs) are being established as part of strengthening, training and capacity building activities of the Department as per the guidelines of Ministry of Panchayat Raj, Government of India.

3. The Additional Chief Secretary / Director General of Rural Development and Panchayat Raj has stated that the Hon'ble Minister for Municipal Administration, Rural Development and implementation of Special Programme on 21.06.2017, has announced in the Assembly that for imparting qualitative training to the officers and staff of the Department, Centers of Excellence will be established in SIRD & PR and RIRDs & PRs and the Commissionerate of RD&PR will be strengthened and improved.

4. The Additional Chief Secretary / Director General of Rural Development and Panchayat Raj has further stated that at present the GOI's Ministry of Panchayat Raj provides funds for the capacity building activities of the elected representatives only. State Government contribute Rs.6.55 Crore towards salaries of the Principals, Faculty and Staff of the Regional Institutes of Rural Development and Panchayat Raj and Government of India provides Rs.20 lakh every year to each Regional Institute of Rural Development and Panchayat Raj as recurring grant for the training programmes, various tools and equipments, etc., The State Government further releases Feeding grant to RIRD&PRs to organize regular and computer courses. During 2018-19, an amount of Rs. 2.10 Crore was sanctioned as Feeding Grant to RIRD&PRs from SFC Grant vide GO Ms.No.150, RD&PR (PR-III) Department dated 15.10.2018. The Government of India, Ministry of Panchayat Raj under RGSA provides financial support for the capacity building of elected representatives and Panchayat Raj functionaries. During 2018-19, a sum of Rs.65.46 Crore was sanctioned for the training component under Rashtriya Gram Swaraj Abhiyan (RGSA). However, there are no funds for other basic trainings such as Foundational courses, Thematic& Functional courses, Technical trainings, etc. There are no funding support for creation and maintenance of Infrastructure at State and Regional level.

5. Further, the ACS/DG of RD&PR (Trg) has stated that during the Executive Committee meeting of SIRD & PR held on 24.09.2018, it was decided to allocate Rs.50 Crore from the State Finance Commission Devolution Grant for the Rural Local Bodies for capacity building activities of RD & PR department.

6. The Additional Chief Secretary / Director General of Rural Development and Panchayat Raj has stated that the present infrastructure at SIRD&PR and RIRDs & PR are inadequate and further the Infrastructure already created have to be properly maintained periodically. Engaging sincere & capable faculty is also one of the criteria for imparting effective training. Hence, funds are required for the following activities:-

- Training – innovative and livelihood practical trainings will be the focus
- Cross learning /exposure visits
- Evidence based policy formulation support
- Documentation
- Infrastructure Development and maintenance of Infrastructure
- Engaging External (or) adhoc Resource persons etc.

7. The Additional Chief Secretary / Director General of Rural Development and Panchayat Raj has proposed the following tentative pattern of training programmes:-

- Foundation Course for newly recruited / promoted Assistant Directors, Assistant Engineers, Overseers, Assistants, Junior Assistants and Panchayat Secretaries,
- Specialized courses for needs arising out of changes in the policies and new programmes, procedures, technologies etc.,
- Thematic & Functional courses for the performance gaps, problems identified from time to time and for providing function specific competencies (leadership, accounts and audit planning, monitoring),
- ToT Programmes for Field Level Trainers and Resource Persons,
- Orientation Programmes for Para-professionals such as Community Organizers / Volunteers, CRPs, etc.,
- Conferences, Workshops, Write Shops associated with Training and Capacity Building,
- Preparation of Course material and Modules,
- Awareness Building of Beneficiaries,
- Faculty Development Programmes,
- Training Need Assessment,
- Training Impact Evaluation and Research,
- Certification for Master Resource Persons etc.,

8. Further, the ACS/DG of RD&PR has stated that an amount of Rs.50.00 Crore may be sanctioned towards hard and soft components for all the expenditures on capacity building and Training activities of RD&PR department in the State by Apportioning the fund tentatively as follows :-

S. No	Head	Percentage
1	Training and Capacity Building (inclusive of innovative and livelihood trainings)	60
2	Training Infrastructure	20
3	Maintenance of Infrastructure	10
4	Administration	10
	Total	100

9. Based on the proposal received from State Institute of Rural Development and Panchayat Raj, five Regional Institute of Rural Development and Panchayat Raj and all DRCPs the Additional Chief Secretary/ Director General (Training) Shall prepare an Annual Action Plan for conducting Training programmes, Cross learning /exposure visit, Evidence based policy formulation support, Documentation, Infrastructure Development, Maintenance of Infrastructure, feeding grant, Engaging External (or) adhoc Resource persons and day to day expenses, etc., and shall release the fund to SIRD&PR, RIRD&PRs and the DRCPs as per the approved plan of SIRD&PR.

10. The Additional Chief Secretary/Director General of Rural Development and Panchayat Raj has therefore requested orders of the Government on the following:-

i. to sanction an amount of Rs 50.00 crore from State Finance Commission Devolution Grant every year from 2019-20 to 2021-22 (5th SFC period) for Capacity building activities, since this grant will cover all training Programmes of SIRD&PR, 5 RIRD&PRs and all DRCPs.

ii. The DRD & PR may be authorized to deduct this amount from the devolution grant payable to Block Panchayat and District Panchayat in 60: 40 ratio in 10 equal instalments and disburse the same to the Additional Chief Secretary/Director General (Rural Development and Panchayat Raj) Training in the Account No.6349368985, Indian Bank, Saidapet Branch,Chennai-15.

iii. to approve the guidelines for undertaking Capacity Building activities.

11. The Government, after careful examination of the proposal of the Additional Chief Secretary/ Director General of RD&PR(Training) have decided to accord sanction for an amount of Rs.5 Crore per annum for the period between 2019-2020 and 2021-2022 totaling to an amount of Rs.15 Crore from the State Finance Commission devolution grant for capacity building activities and to cover all training programmes of SIRD & PR, five RIRD & PRs and all DRCPs as stated in the above paras and authorize the DRD&PR to deduct the amount from the devolution grant payable to Block Panchayat and District Panchayat on 60:40 ratio in 10 equal installments and disburse the same to the Additional Chief Secretary/Director General (Rural Development and Panchayat Raj) Training in the Account No.6349368985, Indian Bank, Saidapet Branch,Chennai-15 for the above purpose. The Guidelines for capacity building activities and training activities for RD&PR department is annexed to this order. In respect of "Foundation Course" for Junior Assistants / Assistant in Rural Development and Panchayat Raj department the Government have decided to continue to vest the same with Civil Service Training Institute. Bhavanisagar as this training institute is only for foundation training on Administrative Matters.

12. This order is issued with the concurrence of the P&AR dept vide it's U.O.No.31814/TRG-I/2019 dated 30.09.2019 and the Finance Department vide its U.O.No. 6723/RD/2020, dated 27.02.2020.

(BY ORDER OF THE GOVERNOR)

HANS RAJ VERMA
ADDITIONAL CHIEF SECRETARY TO GOVERNMENT

To
The Additional Chief Secretary / Commissioner of
Rural Development and Panchayat Raj (Training), Chennai-15.
The DRD&PR, Chennai-15.
The Director, SIRD&PR, Maraimalar Nagar,
Kanchepuram Dist – 603209.
The Pay and Accounts Officer, Chennai-35.
The Accountant General, Chennai-18/35.

Copy to:
The Hon'ble Chief Minister's Office,Chennai-9.
The Hon'ble Deputy Chief Minister's Office,Chennai-9
The Special Personal Assistant to Hon'ble Minister
(MA,RD & Implementation of Special Programme), Chennai-9.
The Finance (RD/SFC-MC) Department,Chennai-9.
The Rural Development and Panchayat Raj (OPII/B&C/PRI)
Department, Chennai-9.
The Senior Principal Private Secretary to Additional Chief Secretary to
Government, Rural Development and Panchayat Raj Department, Chennai-9.
SF/SC

//FORWARDED // BY ORDER//

27/02/2020

UNDER SECRETARY TO GOVERNMENT

27.2.2020

G.O (Ms) No.51, Rural Development and Panchayat Raj (PR.III) Department, Dated 27.02.2020

GUIDELINES FOR UNDERTAKING CAPACITY BUILDING AND TRAINING ACTIVITIES

Training of officials and non-officials has been an important component of rural development since the initial years of planned development. The country has undergone many changes, such as rapid economic growth, Urbanisation, devolution of huge funds, functions and functionaries of the Panchayats, Guaranteed Employment, globalization, climate change and enhanced transparency through the right to information that have created a complex and challenging environment. The department has also undergone significant changes over the years such as modifications in the staff structure, new institutions and offices, an exclusive technical wing, IT infrastructure and personnel, social audit, new programs, manifold increase in the financial allocation and paradigm shift towards people based and right based decentralized Planning and development.

There is an increased recognition that the individuals in the department is a key resource and should not be simply looked upon as a cost. They have to function qualitatively at a time when there are increased expectations of their performance and ability to respond more efficiently and effectively to the needs of the rural People. Capacity building plays a major role in equipping the officials to undertake their assigned responsibilities in a more professional way and perform better. With the strengthening of the third tier of Government, the training of functionaries in the Panchayat Raj Institutions also has become a critical concern.

Objectives

The objective of the training will be holistic and sustainable development of the rural area through better and effective governance and enriched service delivery by developing a professional, impartial and efficient rural development personnel service that is responsive to the needs of the citizens. This will be achieved by enhancing the capabilities of the PRI Functionaries, the officials of the RD&PR department at all levels and other stakeholders through appropriate and relevant capacity building activities by establishing and strengthening exclusive training institutions at State, Regional, District and Sub District levels and by networking with

other acclaimed institutions of excellence and professionals. The emphasis will be on acquiring the requisite knowledge, skills and attitude to effectively perform the functions they are entrusted with and also development of proper ethics, commitment to work and empathy for the vulnerable sections such as women, transgender, differently abled, aged, SC/ST etc.,

Scope of the Training Policy

This policy is applicable to all capacity building and training activities for officials and staff, the PRI functionaries, the CBOs and other stakeholders of all wings of RD&PR department. This policy is applicable also for Training Institutions under the control of the Rural Development and Panchayat Raj department or promoted or supported by any wing of the Rural Development and Panchayat Raj department independently or in collaboration with other central or State government departments, agencies, quasi government bodies, societies or as a joint venture under public private partnership. Besides, the capacity building and training Programmes for officials and staff, the PRI functionaries, the CBOs and other stakeholders under various programmes implemented by the Directorate of Rural Development and Panchayat Raj, Training programmes of Tamil Nadu Corporation for Development of Women Limited (TNCDW), Tamil Nadu State Rural Livelihood Mission (TNSRLM), Tamil Nadu Rural Transformation Project (TNRTP)(World Bank Funded project) IFAD assisted Post Tsunami Sustainable Livelihood Project (PTSLP), etc. will also be covered by this policy.

Training Clientele

All officials and staff of RD&PR department and PRIs will be given training to equip them with the competencies for their current as well as future jobs. Such training will be imparted:

(a) At the time of their entry into service,

(b) On promotion to the next cadre, and

(c) At appropriate intervals in the course of their careers.

Such training will be made available for all officials and staff from the lowest level functionaries to the highest levels. The opportunities for training will not be restricted

only at mandated points in a career but will be available to meet needs as they progress in their career.

Cadre Training Plans (CTP)

All functionaries of the Department have the right to expect their careers to be developed and trainings have a key role in ensuring that individuals receive the appropriate support and practical help required to meet their aspirations. The Cadre Training Plans will be developed on the competencies required and training needs will be assessed for ensuring that all cadres under the Department have a clearly articulated scheme for the development of their competencies.

Compulsory Training Programme to acquire the knowledge and skill

All officials and staff up to the cadre of Assistant Director in the administrative wing and the Assistant Executive Engineer in the technical wing shall undergo exclusive compulsory Training Programme to acquire the knowledge and skill associated with a particular job in the feeder category. In case of anyone is not able to undergo the training due to administrative reasons, they should complete the training within six months from the date of promotion.

Induction Training

Each official and staff shall be given induction training at the entry point of each cadre. Functional training on job specific duties and responsibilities, refresher training on updating skills, orientation on new schemes and concepts, managerial and engineering skills training, computer training shall be provided at appropriate intervals.

Training Needs Assessment (TNA)

The Training needs should be strategically assessed every year. The emphasis will be on identifying individual needs and the requisite knowledge, skills and attitude to effectively perform the functions they are entrusted with and catering to those needs specifically. Every year the TNA shall be conducted and that will become the basic platform for the preparation of Annual Training Calendar. A Core team with a judicious mix of officials, clienteles, faculty of SIRD and RIRDs, subject experts and representatives of other acclaimed institutions should be formed to coordinate and undertake TNA. The core team will adopt the appropriate methodologies at each level to assess the training needs.

Training Institutions

The State Institute of Rural Development and Panchayat Raj (SIRDPR) and the five Regional Institutes of Rural Development and Panchayat Raj (RIRDPRs) are the training institution at state and regional level respectively for capacity building of officials and functionaries of Rural Development and Panchayat Raj in the State. In addition, State Panchayat raj Resource Centre (SPRC) and District Panchayat Raj Resource Centres (DPRCs) have been established as a part of strengthening training and capacity building of elected representatives and functionaries of PRIs under RGSA.

These training institutions form the core of all training activities of the department. The quality and manner of their functioning will have a direct impact on what the officials and functionaries imbibe and take with them to the field and a direct bearing on their functioning. They among other things should evolve new approaches and methodologies for capacity building to suit to the needs of ever expanding clientele and the changing focus on rural development. The major functions of these institutions would be:

a) Formulate State specific Training Action Plans
b) Organizing training programs to officials and functionaries, Training of Trainers, workshops, seminars and conferences on themes related to the Centre,
c) Preparation of training modules, curricula, reading material and other training aids for the training programmes to be organized.
d) Acting as Resource Centre, Databank, and Clearing House on various themes for all offices in their jurisdiction.
e) Undertaking research studies, action research and case studies on different thematic areas.
f) Evolving and suggesting new strategies and policy alternatives for the Projects and programs and for optimum utilization of land.
g) Offering guidance and support to the training institutions below them in organizing capability - enhancing training programmes.
h) Networking with other institutions and professionals to share resources, experience and expertise

i) Facilitating the development of domain specific trainers and provide stability of tenure and opportunities for faculty development

j) Ensure that all trainers who join the institute are properly mentored and groomed to suit their position and deliver well. Periodical opportunities for development and up gradation of their knowledge and skills in relevant areas

k) Maintaining database of trained manpower for future reference

l) Giving special focus on behavioral/attitudinal training.

m) In addition to the activities as above, the SIRDPR can also serve as Centre for Knowledge Management for rural development and Panchayat raj for the State. As part of it, it will document the best practices, and develop IEC materials and disseminate the information. Besides, it will also collate information from studies on rural development and Panchayat raj and develop digitized resource library.

The Government will establish District Panchayat Raj Resource Centres in all districts for undertaking capacity building of elected representatives and functionaries of PRIs and field staff of RD department and other line department in a phased manner. In addition to DPRCs, Field Training Centres will be created at Village Level in those villages which have successfully achieved excellence in one or more areas of development Besides these institutions, Community Professional Learning and Training Centres (CPLTCs) have been established in 16 districts to identify best practices, best knowledge gained and to disseminate to the cadre for better livelihood interventions.

Faculty engagement

The faculty of all the training institutions which impart training to the department officials and the PRI functionaries should have a judicious mix of practitioners and professionals. Hence, faculty will be hired from open market as well as deputed from the department. Both these categories should be given proper orientation and grooming through periodical trainings, field placement and research activities. The officers on deputation may be selected based on their aptitude and interest in training. The institution should develop proper HR policy for the career advancement of faculty recruited from open market.

Faculty Development

– Faculty Development Training should be provided to the trainers periodically at premier institutions inside and outside the country to update and enhance the knowledge of trainers. This should be a compulsory program and no faculty will be exempted from undergoing this exercise. The faculty on deputation from the department in SIRDPR and RIRDPR should undergo 7 to 15 days Trainer Development program in NIRDPR or any Institute suggested by the Government/Director General (Training), Rural Development and Panchayat Raj (Training) within 3 months after joining the post, failing which they shall not conduct any session or training.

Resource Persons:

It is desirable to develop a cadre of trainers at various levels in different sectoral and functional specializations who will help to organize the programmes in cascading mode and in ensuring training of large number of target groups at various levels. All Institutions will develop a directory of Resource Persons (with appropriate grading) from among experts, specialists, eminent scholars, practitioners, PRI Leaders, faculties of academic/ training institutions, department officials, retired Officers, Community Resource persons, SHG Members etc. These resource persons and the subject experts after proper orientation should be graded according to their seniority, expertise and experience and paid compensations accordingly.

Training Materials:

For effective organization of training programmes to different functionaries, relevant training materials should be developed in the form of modules and manuals for various programmes keeping in view the requirements of different categories of functionaries. Case Studies, innovations and best practices, online e-resources, learning through virtual class rooms, latest policies and programmes, learning's from the Pilots and demonstration projects, research findings, workshop/seminar/ conference recommendations etc. should form a part of the background materials for these programs. Apart from these self-learning material/ manuals or hand books should be developed and made available for grass roots level functionaries which can help in improving their knowledge and working capabilities.

Funding

The State government shall allocate necessary funds from State Finance Commission grant or in the State budget based on the proposal submitted by the Director General of Rural Development and Panchayat Raj Training for undertaking core training programmes for the department officials. The National Training Policy of 1996 had recommended that 1.5 percent of the salary budget be set aside by each Department to be used solely for the purpose of training. Since capacity building of more than one lakh PR representatives requires huge funds a minimum of one percent of the devolution grant or Rs.50 crores meant for rural local bodies shall be reserved for Capacity Building activities, which whenever feasible may be reimbursed from Government of India.

Role of Various wings of RD&PR Department

Rural Development and Panchayat Raj Department has three distinct wings The Directorate of Rural Development and Panchayat Raj have a mandate for taking development initiatives in providing basic needs of the rural community such as housing, connectivity, water supply, street lights, sanitation etc. It also facilitates good local governance through the three tier Panchayat Raj System at the district, block and village Panchayat levels. This Department also has livelihood focus wings viz Tamil Nadu Corporation for Development of Women, Tamil Nadu State Rural Livelihood Mission, Tamil Nadu Rural Transformation Project and International Fund for Agricultural Development assisted Post Tsunami Sustainable Livelihood Programme. The Director General of Rural Development and Panchayat Raj (Training) undertake the Capacity Building and training activities of the department through SIRD&PR and RIRDs&PR. This policy is applicable to all capacity building and training activities for officials and staff, the PRI functionaries, the CBOs and other stakeholders by all wings of the RD&PR department. In this regard each wing of the RD&PR department shall undertake the following in connection with the capacity building and training activities for the officials, staff, the PRI functionaries, the CBOs and all others who are involved in the implementation of the program / scheme / project.

1. Appoint a senior officer as Training Nodal Officer who will be the Nodal Person for implementation of the training function associated with that wing.

2. Create a Training Cell in the Commissionerate of RD & PR (Training) with HR and Capacity Building Professionals to assist the Training Nodal Officer.
3. Coordinate with SIRD&PR and develop Cadre Training Plans (CTPs), based on the competencies required and training needs, for ensuring that all cadres under the wing and its sub-ordinate offices have a clearly articulated scheme for the development of their competencies.
4. Link the training and development of competencies of individuals to their career progression and ensure this by suitably incorporating it while drawing the panels for promotion.
5. Incorporate an appropriate financial provision in all new schemes to ensure that suitable training is imparted for its proper implementation and sustainability.
6. Utilise the services of SIRD&PR in developing the cadre training plans, outsourcing training, and/or providing advisory or consultancy services.
7. Ensure participation of the officials and staff in the training programmes as per the annual training plan approved by the Additional Chief Secretary/Director General of Rural Development and Panchayat Raj (Training).
8. Implement livelihood based training programmes

Role of Director General/Commissioner of Rural Development and Panchayat Raj (Training)

The Commissioner/Director General of Rural Development and Panchayat Raj (Training) will be the nodal agency for the implementation of this policy and shall issue appropriate guidelines to amplify and facilitate its implementation. The Director General, Rural Development & Panchayat Raj (Training) will have overall authority to mobilize and allocate funds, coordinate and monitor all the training programmes and all other related activities of all the wings of Rural Development and Panchayat Raj Department. The Heads of various wings of RD&PR Department shall consult and get concurrence from the Director General, Rural Development & Panchayat Raj (Training) for all the training related activities under their jurisdiction. The Additional Chief Secretary/Director General of Rural Development and Panchayat Raj (Training) or her nominee should be appointed as member of all Boards, Bodies, Committee, Teams, Groups etc constituted to take decisions on training related activities/programs under any wing of the department.

The Additional Chief Secretary/Director General of Rural Development and Panchayat Raj (Training) will provide the necessary support to all the wings of the department in the development of need based training schemes, curriculum, modules and trainers development and conduct of training including out-sourcing of training etc. All the Training Institutions of the department including those to be promoted in future will be under the administrative control of the Additional Chief Secretary/Director General of Rural Development and Panchayat Raj (Training).

The Additional Chief Secretary to Government, Rural Development and Panchayat Raj Department shall be empowered to modify the guidelines whenever necessary in consultation with the Additional Chief Secretary / Director Gneral (Rural Development and Panchayat Raj) Training.

HANS RAJ VERMA
ADDITIONAL CHIEF SECRETARY TO GOVERNMENT

//True Copy//

Section Officer
27-2-2020