DEPARTMENT OF PANCHAYATI RAJ, GOVERNMENT OF UTTAR PRADESH

DETAILED PROJECT REPORT
FOR
ESTABLISHMENT OF
PANCHAYATI RAJ INSTITUTE OF TRAINING

RAMAN DEVELOPMENT CONSULTANTS PVT. LTD.

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ACRONYMS

BRGF – Backward Regions Grant Fund
CB&T – Capacity Building & Training
CDLG – Capacity Development for Local Governance
CDS – Capacity Development Strategy
CEO- Chief Executive Officer
CSOs – Civil Society Organizations
DIRD – District Institute of Rural Development
ERs – Elected Representatives
GP – Gram Panchayat
HR – Human Resources
IAS – Indian Administrative Services
ICT- Information and Communication Technology
IEC – Information Education Communication
IT - Information Technology
KP – Kshetra Panchayat
M&E - Monitoring and Evaluation
MIS – Management Information System
MoPR – Ministry of Panchayati Raj
MoRD - Ministry of Rural Development
NCBF - National Capacity Building Framework
NGOs – Non-Government Organisations
PMU – Project Management Unit
PPP – Public Private Partnership
PR – Panchayati Raj
PRD – Panchayati Raj Department
PRIs – Panchayati Raj Institutions
PRIT – Panchayati Raj Institute of Training
PSF – Panchayat Support Functionaries
RDD – Rural Development Department
RIRD – Regional Institute of Rural Development
RP – Resource Persons
SIRD – State Institute of Rural Development
SIT – Satellite Interactive Terminals
SPA – Service Provider Agencies
TNA – Training Needs Assessment
ToTs – Training of Trainers
UNDP – United Nations Development Program
UP – Uttar Pradesh
UPAAM – Uttar Pradesh Academy of Administration and Management
ZP- Zilla Panchayat

GLOSSARY

Gaon Sabha – the body consisting of persons registered in the electoral rolls relating to a revenue village comprised within a Gram Panchayat area

Gram Panchayat – Constitutes a village or group of contiguous villages whose population is at least 1000

Kshetra Panchayat – The elected representative body at every block

Zilla Panchayat – The people's elected representative body at the district level.

Pradhan – The President of the Gram Panchayat

Pramukh - The President of the Kshetra Panchayat

Adhyaksha - The President of the Zilla Panchayat

DISCLAIMER

This Detailed Project Report for the Establishment of Panchayati Raj Institute of Training in Uttar Pradesh is based on the findings of the study team from the field study, information provided to the study team during the study and review of the documents and data as listed in the report. This report provides specific suggestions including cost estimates. However, the same needs to be modified as per state requirements by the Panchayati Raj Department, Government of Uttar Pradesh.

This document is meant for the use of the Panchayati Raj Department, Government of Uttar Pradesh and cannot be utilized by anybody else without their prior approval.

ACKNOWLEDGEMENT

This Detailed Project Report for the Establishment of Panchayati Raj Institute of Training in Uttar Pradesh is a result of discussion and consultations with many stakeholders of Panchayati Raj and capacity building and training in Uttar Pradesh.

We would like to thank the Uttar Pradesh State Panchayati Raj Department for giving us this opportunity.We would like to acknowledge Shri B. M. Meena, IAS, Secretary, Panchayati Raj Department, Government of Uttar Pradesh for his support.

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We would like to express our gratitude to the UNDP-CDLG team, Uttar Pradesh- Mr. Gaurav Misra, State Project Coordinator, CDLG Project and the TSOs- Mr. Abhishek Gupta and Mr. Bhawani Shankar for facilitating the entire exercise, giving us insight and perspective into the issues of CB&T and the state as a whole and for providing relevant information and documents.

The report is enriched, thanks to consultations and meetings with members of training and academic institutions, line departments, experts, CSOs and other administrators in the state.

Team Ramana

EXECUTIVE SUMMARY

<u>PREAMBLE</u>

The Department of Panchayati Raj, Government of Uttar Pradesh selected Raman Development Consultants Pvt. Ltd through a competitive bidding process to prepare a Detailed Project Report for the establishment of the Panchayati Raj Institute of Training in the state as part of the Capacity Development of Local Governance (CDLG) project implemented by MoPR in seven focus states with support from UNDP.

The team that conducted the Capacity Assessment & Capacity Development Strategy for PRI CB&T for the state carried out this exercise as well. Therefore, they are aware of the situation in the state and have drawn from that report in terms of information and understanding of PRI CB&T in UP. Based on this understanding the DPR has been prepared apart with additional consultations with relevant stakeholders to fill information gaps.

<u>SUMMARY OF KEY DECISIONS/ RECOMMENDATIONS</u>

Following are the summary of key options and recommendations that have been made on various parameters of the Panchayati Raj Institution of Training for Uttar Pradesh for the state to take forward.

S. No.	Parameter/ Key Decision	Key Options	Recommendations
1	Establishment of state level institution for PRI CB&T	• Department can conduct on its own • SIRD can take up CB&T of PRI ERs & PSFs • PRD can outsource the PRI CB&T completely to agency • Set up nodal institute for Panchayati Raj CB&T	Setting up of Panchayati Raj Institute of Training for UP as nodal CB&T institution
2	Focus of PRIT	• Training • Overall CB&T	Focus of the PRIT will be overall Capacity building of PRIs
3	Role of PRIT	• Training Implementer • Training Manager • CB&T Manager • CB&T Think Tank	PRIT as PRI CB&T Think Tank and Manager
4	Functions of PRIT	• Training Design • Training Module Preparation & Production • Training Implementation of ERs of all PRIs • Training Implementation of PSFs • Training Monitoring & Evaluation • CB Strategy Design • CB Strategy Implementation	Outsourcing of majority functions with decision making and strategic planning and designing functions within PRIT

		• CB Strategy M&E • CB Strategies for stakeholders (training, courses, etc.) • Research • Knowledge Management • Policy Advisor	
5	Housing of PRIT	•Unit within PRD •Semi autonomous •Fully autonomous	Fully autonomous institute
6	Legal Nature of PRIT	•Society under Societies' Registration Act •Public trust •Company under Sec. 25 of the Companies' Act	PRIT is recommended to be set up as a Society under Societies' Registration Act
7	Infrastructure Establishment	• Create new infrastructure at regional levels under PRIT • Utilize existing network for physical infrastructure	Only create PRIT headquarters. The remaining peripheral infrastructure will be sourced through partnership and collaboration
8	Income sources	• Government grant dependent • Income sources through various consultancy services • Retention of % training budget as management cost	Start functioning based on government grants till PRIT can establish itself. Retain 5% of training budget for PRIT Management

ROLE ANALYSIS

The Panchayati Raj Institute of Training is envisaged as the nodal institute for Panchayati Raj Capacity Building & Training in the state. The following chart shows the many roles that require to be fulfilled by the nodal institute, the roles currently being played by stakeholders and the gap that needs to be filled.

Requisite Functions		Currently Fulfilled Functions
• Training Design • Training Implementation • Training M&E • Training Module Design & Production • Training of Trainers • Training of Support Partners • CB Strategy Design • CB Strategy Implementation • CB Strategy M&E • Research • Knowledge Management • Partnerships & Collaboration • Policy Advocacy & Analysis	**GAP**	• Training Design • Training Implementation • Training M&E • Training Module Design & Production • Training of Trainers • Training of Support Partners
		• CB Strategy Design • CB Strategy Implementation • CB Strategy M&E • Research • Knowledge Management • Partnerships & Collaboration • Policy Advocacy & Analysis
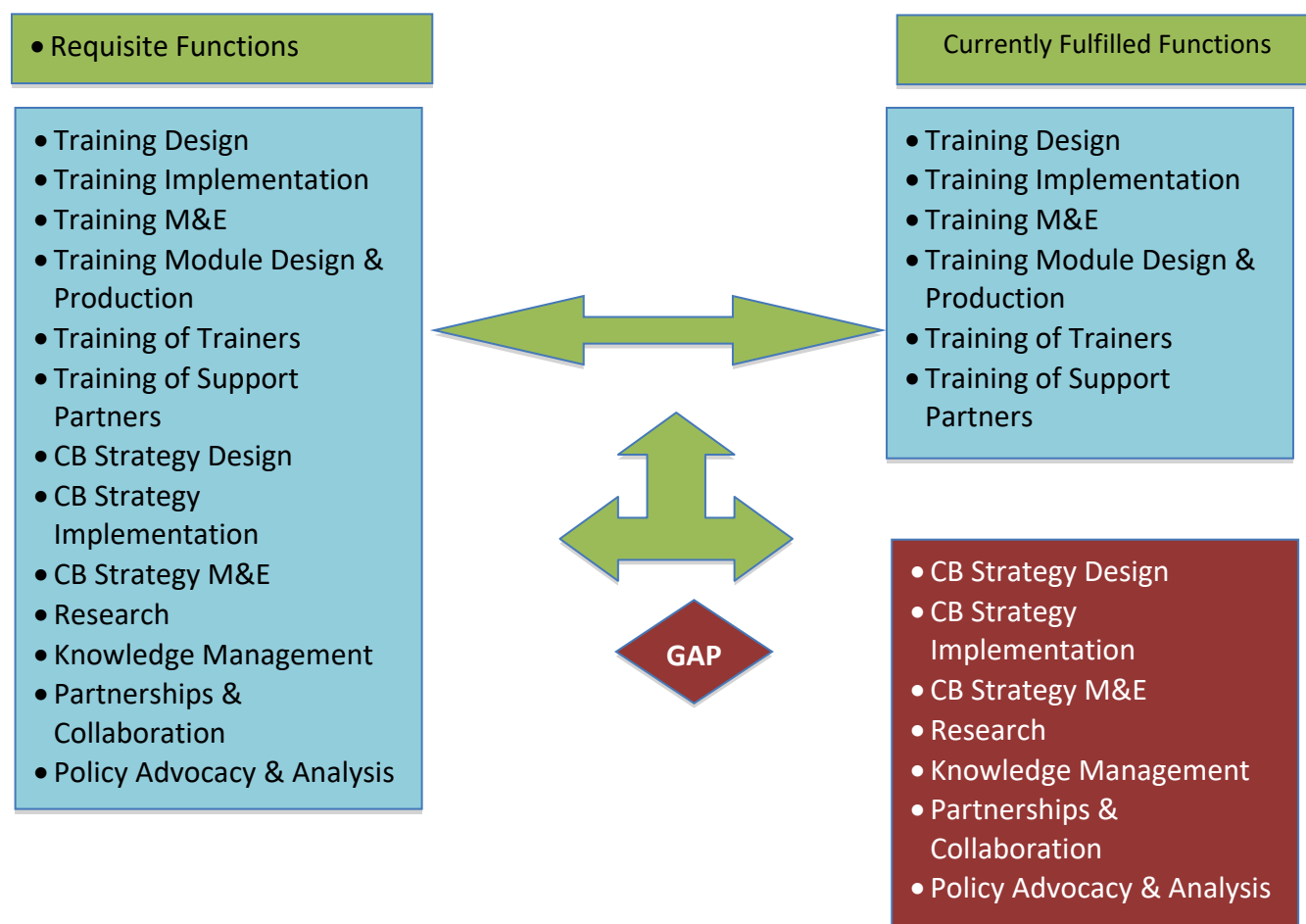
As the chart above shows, there are many functions envisaged for the PRIT as the nodal institute, that remain unfulfilled. These functions are essential for transition to the transformational holistic capacity building of PRIs by the institute.

To fulfill the identified requisite functions, the PRIT can act as the implementer of the PRI CB&T or as the manager/ coordinator of PRI CB&T initiatives in the state. The table below provides the pros and cons of the roles:

It is the recommendation of this report that the PRIT act as the Manager of the PRI CB&T activities as well as a think tank for PRI CB&T in the state. This would be ideal in terms of the institute being light on HR as well as would allow the PRIT to concentrate on strategic and policy level activities of PRI CB&T for the state.

WORKLOAD ANALYSIS

As per the National Capability Building Framework (NCBF, which is currently being reviewed by MoPR, GoI), the workload of PRIT involves training of PRI ERs and support functionaries. Due to the lack of accurate number of panchayat support functionaries as per NCBF, this report has considered only PRI ERs in the workload but understands the huge load that the training of support functionaries will have on institutional resources.

As per the figures provided by the state, there are 2678 ERs at district level, 65362 ERs at block level and 6,90,377 ERs at village level. A total of 2,12,63,576 training days are envisaged as per NCBF specifications over a period of 5 years. Around 42% of the training is in the first year, with 14% in each of the remaining 4 years for refresher training.

Thus, infrastructure and budget have to be planned according to this requirement of maximum budget and infrastructural utilization in the first year of the term.

Beyond NCBF

Training is only of the components of capacity building. There are other capacity building means that the PRIT will have to employ to ensure holistic capacity development of PRI ERs, PSFs and stakeholders, some of which have been mentioned in the NCBF. Implementing the capacity building strategies will require increased reach of the institution in interior areas, across the state at the grass root level. This can only be achieved through networking with local CSOs/NGOs and involving them in the CB&T initiatives. These partner CSOs will also require orientation on PRI CB&T by PRIT.

The CA-CDS report suggests a package of Capacity development strategies for PRI, which are beyond NCBF such as:

- Development Communication
- Research
- Knowledge Management
- Role Model Development/Beacon Panchayat Development
- On the Job Training
- Empowering Engagement Strategy between ERs & PEOs

PACKAGE OF SERVICES

As the strategic nodal institute for PRI CB&T, the PRIT is envisaged as providing a package of services, not limited to only CB&T of PRI ERs and PSFs but also for existing and potential stakeholders within the state, and if required beyond. Thus, making it a centre of excellence that other states can emulate. This package of services will also serve as revenue sources for the PRIT. Following are the services:

a) TRAINING: The PRIT will provide training to the district level PRI ERs & PSFs as well as TOTs. The PRIT will also be responsible for the PRI training design for the state. It will also carry out, to generate revenue, training of ERs for other states and stakeholders.

b) PRI CB STRATEGY DESIGN: As the PRI CB&T Manager, the PRIT is also envisaged as designing the various initiatives under the Panchayati Raj Capacity building umbrella.

c) MONITORING & EVALUATION – The PRIT is envisaged to regularly monitor the PRI CB&T initiatives and also carry out M&E as part of its consultancy services for others.

d) RESEARCH – The PRIT is envisaged to carry out various research projects on various subjects relevant to Panchayati Raj and Capacity Building in the state.

e) <u>POLICY ADVOCACY</u> –The PRIT may take up regularly with the state department/ Government of UP as well as the Ministry of Panchayati Raj and other relevant departments and ministries identified issues and concerns.

h) <u>ROLE MODEL/ BEACON PANCHAYAT DEVELOPMENT</u> –The PRIT would constitute awards and recognitions for beacon panchayats and role model ERs in collaboration with the PRD, which would encourage them to function more effectively.

i) <u>PARTNERSHIPS & NETWORKING WITH CSOs</u> – As the nodal institution for PRI CB&T in the state, the PRIT is envisaged as actively networking with CSOs - both individual and institutional

j) <u>FELLOWSHIPS</u> – The PRIT is envisaged to run fellowships/ merit based scholarships in Panchayati Raj for individuals

k) <u>LONG TERM & SHORT TERM COURSES</u> – The PRIT is envisaged as running long term and short-term certificate courses on various relevant subjects.

<u>INSTITUTIONAL STRUCTURE</u>

Based on the understanding of the workload and envisaged role of the PRIT, an institutional structure has been developed of PRIT envisaging it as an autonomous body registered ideally under the Societies' Registration Act, 1860, after considering all other forms of institutions and the experiences of other similar institutions. The detailed job descriptions and responsibilities of the PRIT team have been provided in the report.

The following chart shows the institutional structure proposed for the Panchayati Raj Institute of Training in Uttar Pradesh.

Chart: Organizational Structure of PRIT, UP
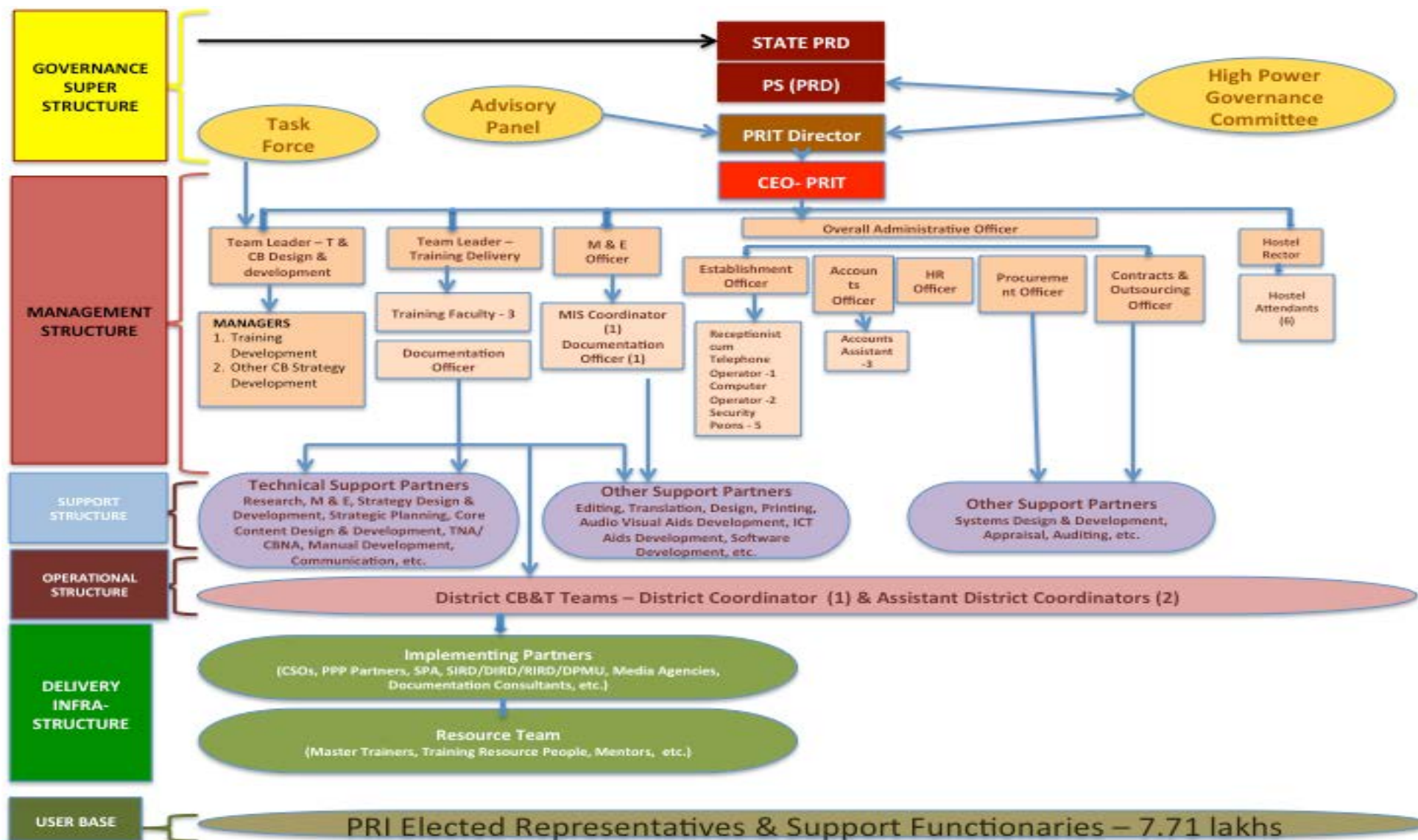
CONSTITUTION & BYE-LAWS OF PRIT

The byelaws, if PRIT is registered as a society, will have to be well thought out and carefully formulated by the PRD in a manner that it allows the PRIT to fulfill the vision, mission and objectives of PRIT with autonomy and independence.

The authorities of the institution should allow it to carry out activities as it may deem fit achieve the vision, mission and objectives set at the outset. The PRIT will have autonomy to take major decisions for the institution through various committees that will be set up within. Some of the areas of decision-making are recruitment of staff, procurement, outsourcing, salaries & increments, collaborations & partnerships, awards, strategies, etc. The major decisions that will require the approval of the High Powered Governance Committee are that of change in institutional structure, change in society constitutions, selection & hiring of Director& CEO of PRIT and major strategic directions for the institution where it may provide recommendations.

The constitution of the PRIT has to be developed based on these primary powers as per the legal requirements of the state in consultation with the legal department. There would be more that will be added to the Memorandum of Association for the society. These primary authorities will allow the PRIT to function speedily and effectively towards achieving its mission and vision for PRI CB&T in the state.

INFRASTRUCTURE FOR PRIT

We understand that a large part of the construction of PRIT has already been completed. We suggest the following infrastructure keeping that in mind; however we ask the state to consider any changes, if possible in construction, to accommodate the infrastructure and equipment detailed out for PRIT.

Based on the requirement and PRIT's existing infrastructure, the following has been recommended: meeting rooms, office space for the entire PRIT team (presently 4-5 office spaces have been provided for training faculty which is insufficient for the envisaged role and structure of PRIT), group activity rooms, computer lab, and video conference rooms. Training halls, library & Resource centre, hostels, recreation rooms in hostels, dining halls and auditoriums have not been taken up as they have already been planned in PRIT at present and some have already been constructed. However, the specifications for the furnishing and furniture envisaged within these structures, has been detailed out.

ESTABLISHMENT & INFRASTRUCTURE COSTS

The following establishment costs have been worked out for PRIT in UP based on PRIT needs as per its envisaged PRIT role and institutional structure as well as the existing infrastructure in the state for PRI CB&T within and outside PRIT. The basic infrastructure costs have not been accounted for as majority construction of PRIT has been completed. The requisite equipment and furniture have been detailed out in the relevant section.

S. No.	Parameter	Total Cost (Rs.)
1.	Equipment	101,84,500
2.	Furniture	42,25,000

TOTAL	**1,44,09,500**

Thus, a total of **Rupees One crore, forty four lakhs, nine thousand and five hundred** is required for PRIT establishment. We have not included construction costs here as most of the PRIT's construction is already underway.

<u>MANAGEMENT COST</u>

The management costs for PRIT comprise the fixed recurring expenses for the PRIT. The costs of CB&T activities will be over and above this minimum cost. The remuneration for the PRIT has been fixed based upon existing market rates for the positions, the roles and responsibilities and in view of attracting the best possible talent to the institute.

The management costs of running the Panchayati Raj Institute of Training for Uttar Pradesh is as in the table below:

S. No.	Parameter	Monthly Costs (Rs.)	Annual Costs (Rs.)
1.	Human Resource Costs	7,48,000	53892000
2.	Recurring Costs	7,66,500	9644450
	TOTAL	**15,14,500**	**6,35,36,450**

Thus the monthly recurring cost for PRIT is Rupees Fifteen lakhs, fourteen thousand and five hundred. **The annual management cost amounts to Rupees Six crores, thirty five lakhs, thirty six thousand, and four hundred and fifty only.**

<u>INCOME SOURCES</u>

In order that the PRIT may be fully financially independent, the following two options are available:

i. **Fully government funded** – The PRIT may be an institution that runs on government funds completely. The funding will be ensured once proposals are submitted and approved. The downside of this is being constantly dependent on the government for funding which if not received on time can hamper the various PRI CB&T initiatives.

ii. **Income generation sources** – The PRIT in order to maintain its financial independence can generate income on its own through various activities. The bye laws of the society for PRIT have to formulated in a manner that allow it to generate income through activities, not limited to the list below, that work towards fulfilling PRIT's objectives and goals.

iii. **Recommendation – This report suggests that the government should fund the PRIT, till the institution has established itself and begun acquiring income from various consultancy services apart from PRI CB&T budget.**

 It is also suggested that a certain percentage (around 5%) of the CB&T budget that comes to the institution from the central and state governments should be retained for recovery of institutional management costs. This percentage needs to be decided

in consultation with the concerned department. The table below shows what the management cost percentage amounts to in the present training budget as per BRGF norms.

Table: PRIT Management Costs (5%) from Training Budget

	TOTAL TRAINING BUDGET	MANAGEMENT COST RECOVERY
TOTAL FOR FIRST YEAR	441,95,69,700	22,09,78,485
TOTAL FOR REMAINING FOUR YEARS	470,40,15,200	23,52,00,760

SYSTEMS

The system requirements of PRIT are different than that of a typical government department. As a technical body PRIT needs significant frameworks/protocols/guides and varied databases to direct a host of PRI CB&T efforts over time and make them comparable apart from administrative systems. Even administration system of PRIT may be more corporatized to ensure meritocracy and result orientedness. This point is important to ensure result oriented climate, decentralized decision making and collegial climate necessary for a Capacity Building Institute like PRIT.

All required systems, need to be specified and developed with full-fledged systems/operating manuals to guide all concerned designation holders in their work/tasks. The following systems are required within PRIT, which have been outlined in the relevant section but will require further detailing:

1. HR system
2. Training Need Assessment
3. Training Module Design
4. Training Documentation, Evaluation & Reporting
5. Operational Planning/ Micro Planning for Training
6. On the job interventions
7. Exposure Visits Reporting & Evaluation
8. Mentors' Identification, Selection, Training & Evaluation System
9. Convergence Guidelines
10. Research Management System
11. Database Management
12. Management Information System
13. Procurement System
14. Contract Management
15. Accounting

1. PREAMBLE

a. <u>PROJECT BACKGROUND</u>

The Department of Panchayati Raj, Government of Uttar Pradesh hired Raman Development Consultants Pvt. Ltd to prepare a Detailed Project Report for establishment of the Panchayati Raj Institute of Training in the state as part of the Capacity Development of Local Governance (CDLG) project implemented by MoPR in seven focus states with support from UNDP. The Terms of Reference have been attached in Annexure 1.

The construction of the Panchayati Raj Institute of Training began in 2006. This report takes into account the current scenario of the PRIT infrastructure construction while making recommendations towards the same.

b. <u>OBJECTIVES OF DOCUMENT</u>

The objective of this document is to provide a project report for the establishment of the state level training institute for Panchayati Raj Institutions' Capacity Building & Training (PRI CB&T). It aims to detail major dimensions of the institution requisite for implementation.

c. <u>PROCESS & METHODOLOGY</u>

The team that conducted the Capacity Assessment & Capacity Development Strategy for PRI CB&T for the state carried out this exercise as well. The table below shows the summary of the fieldwork carried out by the 5-member team during the CA-CDS exercise.

Table 1: Summary of CA-CDS Field Work

Duration of field work	9.1.2011 to 21.1.2011
Number of team members	5
No. of consultations	6
No. of meetings	72
No. of FGDs	4
Field visits	2
Total people met	175
Documents referred	200+

Based on this understanding, the Detailed Project Report has been prepared along with additional consultations and documents were referred specifically for this report. The list of people met for this exercise is attached in Annexure 2.

2. BACKGROUND OF STATE

Uttar Pradesh is the most populous state of India with a total population of 19,95,81,477 according to the latest Census data (2011). In 2000, a separate Himalayan state, Uttaranchal, (now named Uttarakhand), was carved out of Uttar Pradesh. Uttar Pradesh is

the second largest state-economy in India contributing 8.17% to India's total GDP between 2004 and 2009.

Uttar Pradesh has the highest SC population in the country. Some of the major areas of concern in the state are as follows:

- High Poverty levels with nearly 10 million people living below poverty line.
- Low female literacy rate compared to national average and compared to the male literacy rate
- Sex ratio of 908 which is significantly lower than the national sex ratio 933
- Shortfall in HR and infrastructure in health delivery system in state
- Highest under-five mortality rate (141), the second highest crude death rate, the third lowest life expectancy showing a serious health concern in the state
- Almost all social indicators are among lowest with only Bihar and Orissa lagging behind
- 19.84% households with electricity in the state but many hours of power-cut in the state
- High out-migration from Eastern UP and Bundelkhand due to poverty and poor living conditions
- Approximately 27 lakh hectares affected annually due to floods, famine, and drought.

a. REGIONAL IMBALANCE

The distinguishing feature of Uttar Pradesh's economy is its regional imbalances. In terms of economic indicators like agricultural productivity, infrastructural facilities, industrial growth, Uttar Pradesh's economy can be categorized into four regions; Western, Eastern, Central and Bundelkhand.

Central and Western Uttar Pradesh are agriculturally prosperous. The central regions are fertile due to the Ganges running through the area. The western region is relatively industrialized and has seen greater degree of urbanization due to proximity of Delhi and other industrialized/developed areas. Western UP also has seen Khap Panchayats phenomenon.

At the other end is Bundelkhand. Low agricultural growth, less number of industrial units, lesser gross value of industrial products marks touts this region as the least developed in the state. Bundelkhand carries some influences of Madhya Pradesh, its neighbor.

High poverty, higher migration rates, lower industrialization and weak law and order situation characterize Eastern UP. However, eastern UP has higher natural resources as compared to Bundelkhand.

3.   PANCHAYATI RAJ IN UTTAR PRADESH

Uttar Pradesh comprises of 75 district, 821 blocks and 51, 914 Gram Panchayats. The table below provides the basic figures of PRIs for the state.

Table 2: PRI Statistics for UP

S. No.	Particulars	Gram Panchayat	Kshetra Panchayat	Zilla Panchayat
1	Number of Panchayats	51,914	821	75

The state was one of the first to recognize Panchayati Raj Institutions before the 73rd Amendment Act. In 1947, the United Provinces Panchayati Raj Act, 1947 was passed which provided for setting up of Gaon Sabhas and Gaon Panchayats in the state. In 1961, the UP Kshetra Samiti and Zilla Parishad Adhiniyam was enacted which was later amended in 1994 along with the UP Panchayati Raj Act 1947 in tandem with the 73rd Constitutional Amendment Act.

Adequate provisions have been made in the State PR Acts as per Article 243 D and reservation has been ensured in the Panchayat Elections held in 2005. The percentage of seats for women, SCs and STs elected to Panchayats is 33%, 21.15% and 0.06% respectively. Reservation is given for Panchayat term of 5 years at the end of which it is once again rotated. The two-child norm as a disqualification for Panchayat members is not adopted in UP.

Devolution in UP, on the whole, has been a slow story. The first concrete attempt was made in 1999 wherein about 16 Departments' functions were through GO to be devolved. Later on some of these GOs were retrenched. There is variance between the reality and devolution on paper.

4. STAKEHOLDER ANALYSIS

a. CURRENT PRI CB&T INITIATIVES IN UP

The issue of PRI CB&T was on backburner till 2008 and almost no trainings of ERs were carried out prior to that. However, in recent times the state PRD, with support of UNDP-CDLG project, has taken several initiatives, apart from the establishment of PRIT such as:

i. Contracted Service Providers Agencies (SPAs) for training implementation in all the districts and blocks. Nearly 35 SPAs are on board for covering all the districts for PRI CB&T. The current target is to achieve one round covering 100% ERs and this can be considered a good start looking at the task of covering mega numbers of ERs in the state.

ii. The state PRD also has started dialoguing with the SIRD and passed on some budget for training of ZP/KP ERs in other than selected DPMU districts.

iii. The state PRD, with the support of CDLG team, has produced basic training modules, which are in the draft stage.

iv. Outsourcing of TNA and core curricula development through CDLG budget.

v. Development of training modules and distribution materials for use during training implementation

vi. Carrying out the Capacity Assessment & Capacity Development Strategy Exercise for PRI CB&T in the state, which assessed the state's capacity to implement NCBF and suggested strategies to develop the capacities for PRI CB&T.

b. PRI CB&T INSTITUTIONS IN THE STATE

The current PRD structure has evolved based on historical practices and norm based allocation of HR& resources. The state does not have an exclusive nodal institute for PRI CB&T. Currently the CB&T initiatives are mainly carried out by the PMU (BRGF), SPAs(service Provider Agencies) and CDLG teams.

Apart from this, State SIRD has a large network of training institutes covering the State through 17 RIRDs (Regional Institute of Rural Development) & 33 DIRDs (District Institute of Rural Development). SIRD currently is involved as the training delivery partner for carrying out training of a majority of District Panchayat and Kshetra Panchayat elected representatives in the State while the SPAs & DPMUs provide training for the ERs of Gram Panchayat. However RIRD/DIRD infrastructure needs significant refurbishing and updating for state of the art training facilities. While SIRD staff is well experienced in sectorial training they need to be oriented on PRI issues and holistic nature of CB&T required for PRI. Continuing training of the staff has not been a systematic affair in SIRD except occasional training. Also, in spite of being focused on CB&T, SIRD has a much larger mandate and Panchayati Raj CB&T is just one of the agenda.

Overall, between PRD and SIRD, there is a significant lack of resources, both infrastructural and human. The current structure is inadequate for transformational change management through holistic Capacity Development of PR stakeholders.

c. OTHER CB&T INSTITUTIONS IN THE STATE

The other institutions in the state, which carry out training activities for a different target group, can be collaborated with for PRI CB&T initiatives. Some of them are:

   i. **UPAAM –** The Uttar Pradesh Academy of Administration and Management is the ATI of the state, providing training to the government officers (IAS/ State Services).
   ii. **SIFPSPA –** The State Innovations in Family Planning Services Project Agency works in 38 districts providing training to NGOs & CSOs in health and various other subjects.
   iii. **DIET –** The District Institute of Education and Training provides training to teachers and has presence in every district of the state with basic physical and human infrastructure.
   iv. **Krishi Vigyan Kendra –** The KVK provides training, exposure and demonstrations to farmers and agriculture stakeholders and their infrastructure at the district levels, physical and human resources, can be used in some of the PRI CB&T initiatives.

 5. RATIONALE FOR PRIT
 a. PRESENT SITUATION IN PRD, UP

The present scenario in the sector of training and capacity building of PRI in Uttar Pradesh that make the state feel the need for a nodal focused institution such as the PRIT are as follows:
   ➢ **Weak Monitoring & Evaluation**- The state has kept aside 2 % of the training budget for monitoring and evaluation, which is a welcome move that should be continued. But so far no agency has been selected for the M&E of the training programs that are on-going by the SPAs. The Department personnel such as the ADO and DPRO have been assigned the monitoring and evaluation tasks of the

same. Due to the existing work load that they have, the M&E of PRI CB&T takes a backseat.

➢ **Centralized Pool of Resources**- The state has not created a centralized resource pool in terms of its own trainers/ resource persons for carrying out state level/ district level trainings. It also doesn't have its own resources in terms of training material such as training aids. The state has developed its own training modules but requires further comprehensive modules to cover a wide range subjects as per NCBF, even in the present form.

➢ **Non-uniform delivery system**- The PRI training programs are at present being carried out by the SPAs, each in their own manner in non-uniform training protocol – in terms of quality of resource persons, the training material, the venues, the training aids, etc. This leaves the capacities of the PRI ERs at differing levels depending on the SPAs' efforts and training techniques.

➢ **Database Management**- An information database from the current experience of training needs to be prepared by the state which would be helpful in future training rounds. Information such as following need to be recorded and updated at regular intervals:

  o Trainers in various regions of the state
    ▪ Name, Address, age, qualification, training experience in the state, SPA which had hired them, training fees/rate, sectorial expertise
  o Training Venues
    ▪ Location, rates, facilities on site, proximity to field level, appropriateness for which level of training, etc.
  o Suppliers – caterers, stationery, printers, translators, designers, etc.
    ▪ Services and their details of quantity & types, price schedules, location

This is only indicative. Further databases can be created for more prospective partner organizations for training and capacity building initiatives such as research, training design, awareness campaigns, etc.

➢ **Knowledge Management** - The learnings through the CB&T programs are not captured at any of the levels at present. There is no organized system of recording the learning received during the training – for the ERs as well as the trainers. Learning of the SPAs as training implementers and the state as coordinators has not been captured in any way to take forward in next rounds.

➢ **Training Target**- Presently the target is to achieve 100% coverage in a single training round for a single module. There are many more training rounds and modules that need to be planned for by the state, as per MoPR's NCBF guidelines and 100% coverage in each of those respective rounds.

➢ **UNDP-CDLG Function**- The UNDP-CDLG is currently functioning as the Project Management Unit in the state for PRI CB&T. The UNDP-CDLG project is for a

limited time period and the state needs to prepare itself for the period post the CDLG project ends, so as to prevent the present levels of activity from dying down.

Thus, these above factors add to a situation that has led the state to feel the need for a separate nodal institution for PRIT that will solely focus on the CB&T of the PRI.

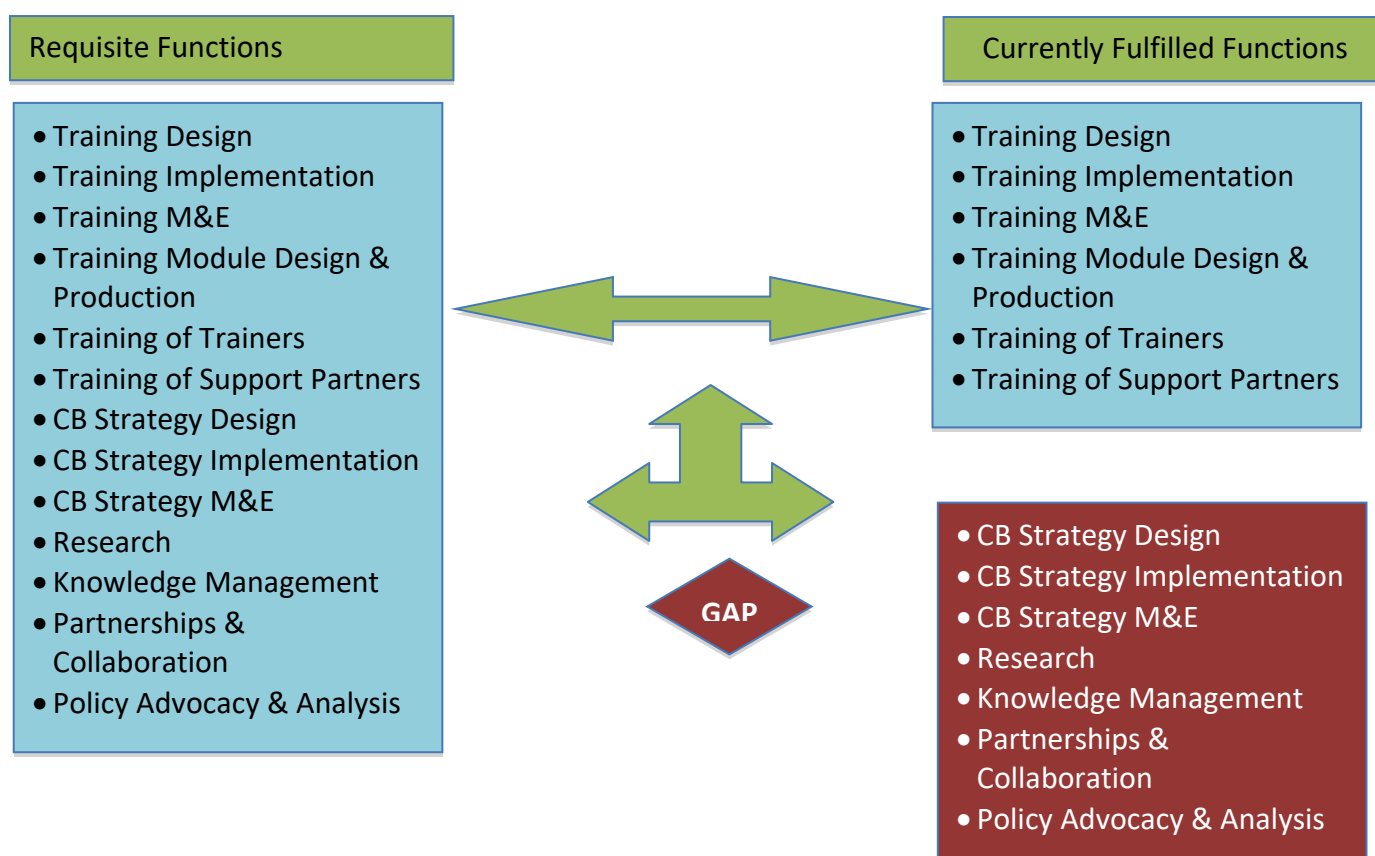b. <u>CAPACITY BUILDING & TRAINING</u>

As per the current practice Capacity Building involves mainly training. Training is only one small component of Capacity Building. The Ministry of Panchayati Raj (MoPR) and the National Capability Building Framework (NCBF) brought out by the MoPR advocate for holistic Capacity building and training as only one of many methods of capacity building. NCBF provides guidelines on many other CB activities such as newsletters, Gram Sabha awareness campaigns, Panchayati Raj television and radio programs, certificate courses and so on. Other major approaches of capacity development of human resource comprise Communication, Mentoring, On the Job Learning, Experiential Learning, Deputation, tagging along, exchange programs etc.

The current training load of over 10 lakhs elected representatives, corresponding large number of support functionaries and support partners need a huge, coordinated effort with a very strong delivery chain and a large number of service providers and a strong management & support structure. The current structures of State PRD and the SIRD are in no way equipped to cater to this huge demand in terms of not only the sheer volume but also the various activities it will have to undertake to provide holistic capacity development. This is a herculean task and no institute in the state at present is equipped to handle this entirely. The SIRD, with its network can be a useful training execution partner, however with its completely different mandate to train the rural development functionaries and no specific PRI expertise, may not be the appropriate nodal institute for PRI CB&T.

It should be noted here that the PRI CB&T load in itself is a huge task requiring a large team with targeted focus. Therefore, the need for an institute solely for the CB&T of Panchayati Raj is strongly felt by the state under the current scenario.

6. DETAILED ROLE ANALYSIS

The Panchayati Raj Institute of Training is envisaged as the nodal institute for Panchayati Raj Capacity Building & Training in the state. The following chart shows the many roles that require to be fulfilled by the nodal institute, the roles currently being played by stakeholders and the gap that needs to be filled.

Requisite Functions	Currently Fulfilled Functions

- Training Design
- Training Implementation
- Training M&E
- Training Module Design & Production
- Training of Trainers
- Training of Support Partners
- CB Strategy Design
- CB Strategy Implementation
- CB Strategy M&E
- Research
- Knowledge Management
- Partnerships & Collaboration
- Policy Advocacy & Analysis

- Training Design
- Training Implementation
- Training M&E
- Training Module Design & Production
- Training of Trainers
- Training of Support Partners

GAP

- CB Strategy Design
- CB Strategy Implementation
- CB Strategy M&E
- Research
- Knowledge Management
- Partnerships & Collaboration
- Policy Advocacy & Analysis

As the chart above shows, there are many functions envisaged for the PRIT as the nodal institute that remain unfulfilled. These functions are essential for transition to the transformational holistic capacity building.

To fulfill the identified requisite functions, the PRIT can act as the implementer of the PRI CB&T or as the manager/ coordinator of PRI CB&T initiatives in the state. The table below provides the pros and cons of the roles:

Table 3: Comparison between the various role options for PRIT

S. No.	Role	Responsibility	Pros	Cons
1	PRI CB&T Implementer	Implementation of all the PRI CB&T initiatives from design to M&E of the activities	Full control over activities and their quality	- Requires larger team - Increased focus on implementation rather than the strategic level decisions
2	PRI CB&T Manager	Oversee the training and strategic activities under PRI CB&T and manage the fund flows	- Lesser HR required - Focus on the strategic capacity building initiatives with larger long term impact	- Outsourcing of most of the core functions such as training implementation - Stricter monitoring would be required to oversee quality of support partners roped in for CB&T activities
3	PRI CB&T	Conduct research and	- Would have access	- Would not suffice for

S. No.	Role	Responsibility	Pros	Cons
	Think Tank	policy advocacy on issues related to PRI and CB&T to State PRD, MoPR, MoRD and other relevant stakeholders as necessary	to required information and sources - Would help create an enabling environment for PRI CB&T - Can carry out activities for other stakeholders as services	CB&T of PRIs -

We recommend that the PRIT act as the Manager of the PRI CB&T activities and as a Think tank for PRI CB&T in the state. This would be ideal so as to speed the capacity building process of PRI ERs and its stakeholders through strategic activities and policy level interventions, if required. PRIT would act as a think tank for PRI CB&T, exploring new strategies and means of capacity building, go down less travelled paths as well as advocating for policy level changes with various stakeholders as and when necessary.

7. WORK LOAD ANALYSIS

The National Capability Building Framework is a guiding document for PRI CB&T brought out by the Ministry of Panchayat Raj in 2006. This document has tried to capture the needs of PRI and their stakeholders. The National Capability Building Framework is currently being reviewed by MoPR-UNDP-CDLG. Therefore, the courses, the target group and the training days and requirements may change. Till that time, the NCBF in the present form has been considered for the purpose of this report.

The PRIT is envisaged as the nodal agency for PRI CB&T for the entire state of Uttar Pradesh to conduct the CB&T of the total volume of elected Panchayati Raj representatives, viz. 2,696 elected representatives at district level, 65,700 elected representatives at block level and 7,03,097 elected representatives at village level.

a. <u>ACCORDING TO NCBF</u>

According to NCBF the target group for capacity building training comprises the elected representatives of Panchayati Raj Institutions as well as their support functionaries at each of the tiers. UP being the largest state in the country has the highest number of elected representatives, viz. 7.72 lakhs. NCBF also requires that support functionaries be trained. Support functionaries as per the NCBF comprise:
1. Panchayat Secretaries – 17000 at GP level, 800 at KP level and 72 at district level
2. Junior Engineers
3. Anganwadi Workers (AWW)
4. Primary Health Workers (such as ASHA)
5. Public Health Workers (ANMs)
6. Panchayat's own employees such as bill collectors and clerks

7. Agricultural Extension Officials
8. Teachers and Education Administration Workers

All these posts are currently not filled and some may not even exist in the state. Once they are filled, the workload for training in the state would increase manifold. Due to the lack of accurate data regarding the exact numbers of the Panchayat support functionaries, workload has been calculated only in terms of the ERs who are by themselves a huge quantum.

The detailed NCBF training specifications are attached in Annexure 4.The overall training load and training spread in the state along with the different training that each group of ERs is expected to undergo, as per NCBF is provided in Table 2.

Table 4: Overall training Load & Spread for Uttar Pradesh

Training Name	Training Days	Target Group	Training Load	Batch Size	No. of Batches
Foundation Course	4	Zilla Panchayat Elected Representatives	2,696	50	54
	4	Kshetra Panchayat Elected Representatives	65,701	50	1314
	4	Gram Panchayat Elected Representatives	703097	50	14062
		Total	7,71,494		15,430
Basic Functional Course	4	Zilla Panchayat Adhyaksha& Standing Committee Chairpersons	288	50	6
	4	Kshetra Panchayat Pramukh& Standing Committee Chairpersons	3,284	50	66
	4	Gram Panchayat Pradhan & Standing Committee Chairpersons	2,07,656	50	4153
		Total	2,11,228		4,225
Sectorally Focused Course	6	Zilla Panchayat Elected Representatives	2,696	50	54
	6	Kshetra Panchayat Elected Representatives	65,701	50	1314

Training Name	Training Days	Target Group	Training Load	Batch Size	No. of Batches
	6	Gram Panchayat Elected Representatives	703097	50	14062
		Total	7,71,494		15,430
Computer Literacy	25	Elected Representatives	600		
TOTs - Resource Persons	60	For Modified training	5,747	20	287
Refresher Course*	4	Zilla Panchayat Elected Representatives	2,696	50	54
	4	Kshetra Panchayat Elected Representatives	65,701	50	1314
	4	Gram Panchayat Elected Representatives	703097	50	14062
		Total	7,71,494		15,430

Refresher course for every year from second year onwards

Thus, a total of 2,12,63,576 training days are envisaged as per NCBF specifications over a period of 5 years. Around 42% of the training is in the first year, with 14% in each of the remaining 4 years for refresher training.

Thus, infrastructure and budget have to be planned according to this requirement of maximum budget and infrastructural utilization in the first year of the term. This has been detailed out in the Chapter pertaining to PRIT Infrastructure.

b. BEYOND NCBF

Presently, PRI CB&T initiatives across states are largely focused on classroom training. The activities apart from training for capacity building, as recommended by NCBF are as follows:
- Gram Sabha level awareness campaigns
- Panchayati Raj TV & Radio programs
- Panchayati Raj Newsletter
- Panchayat Helpline
- Formation of PRI ER networks
- Exposure Visits to Beacon Panchayats
- Intermediary Panchayat Resource Centers
- Certificate Courses

Envisaged as the nodal agency for PRI CB&T, PRIT would carry out these and many more activities and functions towards building the capacities of PRIs. As per the CA-CDS report,

PRD needs to carry out the following Capacity building strategies as well which have been detailed in the CA-CDS report:

- Development Communication strategies (such community radio stations, IEC/BCC campaigns, etc.)
- Research
- Knowledge Management
- On the Job Training
- Peer Network Development
- Role Model/ Beacon Panchayat Development
- Gender Sensitization among ERs/ Focused training of EWRs
- Empowering Engagement Strategy between PEOs & ERs

Implementing the various strategies in its package of services will require hiring of technical and support agencies and CSOs. These support structures will also require to be trained by PRIT in order to provide them an orientation towards PRIs and their capacity building needs.

8. PRIT PACKAGE OF SERVICES

As the strategic nodal institute for PRI CB&T, the PRIT is envisaged as providing a package of services, not limited to only CB&T of PRI ERs and PSFs but also for existing and potential stakeholders within the state, and if required beyond. Thus, making it a centre of excellence that other states can emulate. This package of services will also serve as revenue sources for the PRIT. Following are the services:

l) <u>TRAINING</u>: The PRIT at the state level will provide training to the district level PRI elected representatives and panchayat support functionaries. PRIT will conduct ToTs and training of the CSOs/NGOs who will be contracted for implementing the PRI CB&T initiatives. The PRIT will also be responsible for the PRI training design for the state.

The PRIT is envisaged as providing training for the ERs of other states on a chargeable basis, once it is established in the sector. It would also provide training to government officials and members of NGOs/CSOs/CBOs on Panchayati Raj, decentralized governance, training and capacity building, rural development and so on.

m) <u>PRI CB STRATEGY DESIGN</u>: As the PRI CB&T Manager, the PRIT is also envisaged as designing the various initiatives under the Panchayati Raj Capacity building umbrella. Designing a strategy involves identifying an issue, a strategy to address it with objectives and rationale, components of the strategy, their implementation mechanisms, their human resource and budgetary requirements.

It can also carry out strategy design/strategic planning for other departments as consultancy services or provide the same services to other states' departments as well.

n) <u>MONITORING & EVALUATION</u> – The PRIT is envisaged to regularly monitor the trainings and the various initiatives of capacity building strategies. Also, periodic

evaluations will be carried out through third party agencies as well regular midterm evaluations by internal teams.

As part of the consultancy services to generate institutional revenue, the PRIT can carry out monitoring and evaluation of other rural development programs, training programs, etc. of government or of NGOs/CSOs.

o) <u>RESEARCH</u> – The PRIT is envisaged to carry out various research projects on various subjects relevant to Panchayati Raj and Capacity Building in the state. Research projects conducted may be actions research, operational research or foundational research projects, which will contribute towards understanding and addressing issues in all dimension of the sector from grass root level to policy level.

They can be carried out for donor agencies, government ministries & Departments, NGOs/CSOs or the institute's own research projects to disseminate information/findings about decentralization, PRIs, etc.

p) <u>POLICY ADVOCACY</u> – Through the various research projects as well as through working over a period of time, the PRIT would identify various issues that need to be addressed at a policy level. These issues the PRIT may take up regularly with the state department/ Government of UP as well as the Ministry of Panchayati Raj and other relevant departments and ministries through various activities such as concept papers, policy analysis, participating in workshops, presentations, etc.

s) <u>ROLE MODEL/ BEACON PANCHAYAT DEVELOPMENT</u> – It has been found that those panchayats and elected representatives who are performing their roles and responsibilities effectively need to be provided incentive to continue acting so. Also PRIs and stakeholders need an incentive to work towards the set goals as per the roles and responsibilities. The PRIT may constitute awards and recognitions for beacon panchayats and role model ERs in collaboration with the PRD, which would encourage them to function more effectively. The PRIT would be involved in identification, receiving and scrutinizing nomination through an evaluation panel and conducting regular award/recognition ceremonies.

t) <u>PARTNERSHIPS & NETWORKING WITH CSOs</u> – As the nodal institution for PRI CB&T in the state, the PRIT is envisaged as actively networking with CSOs - both individual and institutional- in order:
   o To gain better understanding of the field realities and constantly be updated
   o To create a platform for discussion of issues and concerns related to PRI and its CB&T
   o To partner with CSOs to carry out the various CB&T activities that the PRIT may envisage
   o To extend their reach across the state and beyond, as required, in order to increase the understanding as well as to provide services

u) <u>FELLOWSHIPS</u> – The PRIT is envisaged to run fellowships/ merit based scholarships in Panchayati Raj for individuals which may involve rigorous academic sessions and/or field work wherein the person can participate in the CB&T activities carried out by

the PRIT. These fellows can then be included in the main PRI CB&T programs of the state.

v) <u>LONG TERM & SHORT TERM COURSES</u> – The PRIT is envisaged as running long term and short-term certificate courses on Panchayati Raj, Rural Development, Governance, Capacity Building and Training and other relevant subjects. This will lead to increased awareness on the subject of Panchayati Raj and the trained individuals can be roped into the CB&T initiative as well. These would be self-financed courses, thus, generating income for the institute as well. These courses can be residential depending on the availability in the hostels, so that stakeholders from across the state and outside can benefit from the courses.

9. HOUSING OF PRIT

Housing of the PRIT implies the location of PRIT in the overall organizational structure of the Panchayati Raj department. This is an important decision that will influence the nature of the institute and its style of functioning that will in turn affect the output and outcomes of PRI CB&T initiatives.

Given below are the options for housing of PRIT:

a. <u>WITHIN PRD</u>

The PRIT may be housed as a unit within the PRD under the aegis of the Principal Secretary – Panchayati Raj Department. This is the conventional model seen across the country in many state such as Bihar, Orissa, Manipur, Mizoram, Nagaland, Jharkhand, and Uttar Pradesh where SIRD is a unit within the Rural Development Department.

Housing PRIT within the Panchayati Raj Department has advantages of set systems and procedures and a sustained fund flow in terms of yearly budget.

The disadvantages, on the other hand, of such an arrangement would be that systems and procedures are set too rigidly to carry out PRI CB&T initiatives in a timely, flexible and efficient manner. Such an environment is necessary so that newer modern and creative methods may be employed in capacity building without delays caused in sanctions and approval procedures that are normally seen as the case in other departmental institutions. Also, as a government department, the human resources will also be governmental who may be subject to transferring rules and regulations, especially those in positions of leadership and decision-making. Roping in of professional resources may become a constraint. Frequent changes in leadership may lead to slacken pace and changes in institutional vision and style of working as well.

b. <u>FULLY AUTONOMOUS</u>

PRIT as an autonomous body will have its own mandate, flexible systems, result oriented work practices, incentivized performance based work culture and corporate ethos, resources, assets and delegated authorities to use the resources with provision of strong governance and oversight management by the State PRD. This is a well-traveled road by

many a SIRDs in different states with conversion of SIRDs into autonomous societies such as in Rajasthan, Himachal Pradesh, few North East States, etc.

The strongest example is the Centre of Excellence; National Institute of Panchayati Raj envisaged by the Ministry of Panchayati Raj, which is to be set up as an autonomous body. The National Institute of Rural Development (NIRD), Hyderabad is also an autonomous institute under the Ministry of Rural Development.

Many SIRDs have travelled down this road such as Gujarat, Himachal Pradesh, Haryana, Jammu &Kashmir, Kerala, Madhya Pradesh, etc. with promising results.

Within the state of Uttar Pradesh itself there are examples of SIFSPA and UPAAM, which are autonomous institutions providing CB&T services to their respective stakeholders. Thus, it is an option that has been utilized by many at national and state levels across the country with good results.

c. <u>RECOMMENDATION</u>

S. No.	Parameter	Pros	Cons
1	Within PRD	- Set Systems and procedures - Sustained fund flow	- Government systems are rigid disallowing timely & flexible interventions or to try new initiatives for PRI CB&T - Human resources, especially leadership subject to government's transfer policy leading to frequent changes in leadership as well as staff
2	Fully Autonomous	- Own mandate with flexible systems and work practices - Incentivized performance based work culture, system of meritocracy - Functional autonomy to the top management of PRIT to carry out innovative practices in PRI CB&T	- Fund flow will have to managed by the institute through own revenue generating mechanisms - Will have to develop and create systems for the institute's functioning

We recommend that the PRIT be set up as a fully autonomous institution in order to ensure a sustained effective and efficient implementation of PRI CB&T initiatives in the long run. Essential elements of functional autonomy of PRIT thus comprise:
- Strong governance by the state PRD
- Holistic mandate of capacity development of PRI and its stakeholders (and not limited only to training) with strong linkages with sister concerns
- Empowering constitution and byelaws providing adequate functional autonomy to the top management of PRIT
- Strong and interested leader either deputed from the state government (IAS posting) or selected from the other sectors through proper recruitment and

selection procedure on long term contract of 3-5 years – whichever provides the best quality to the institute
- Systems, work practices with adequate incentives
- Open performance appraisal system

A significant portion of the PRIT has already been constructed. It is envisaged in the present scenario that the PR Directorate will be shifted to the PRIT building once ready. **We agree that there needs to be coordination between PRIT and the Panchayati Raj Directorate but administration and CB&T teams functioning from same premises may prevent the functional autonomy which is required for undivided focus on PRI CB&T by the PRIT in order to achieve the objectives and goals.**

This report recommends the GoUP, if they can to address this issue but we do understand that majority of the construction has been completed. This report has been prepared considering the given unavoidable situation.

10. LEGAL NATURE OF PRIT

Once decided that the PRIT is ideal as an autonomous institution, it is important that the correct legal nature of the institute is chosen so that it may function towards achieving its goals and objectives. Following are the available options for setting up PRIT as an autonomous body:

a. <u>PUBLIC TRUSTS</u>

A public trust can be formed under the Indian Trusts Act, 1882. Its jurisdiction will be limited to the State where it is registered. A trust deed is required to be executed on a non-judicial paper of a prescribed value. Minimum two trustees are required to form a trust and there is no upper limit to this. The trustees form the Board of Management of the trust and they are usually succeeded by appointment of new trustees.

The major advantages of registering as a trust are as follows –
- Focused delivery of services
- Free from bureaucracy; enabling faster decision making
- Partnership with government and private sectors can help get the benefits of both worlds.

The major disadvantages of registering as a trust are -
- Requires that the trustee have property that can be utilized for the trust, which creates problems in deciding who can be the trustees.
- Conflict of interest among the trustees
- High dependency on grants
- Legal status cannot be changed in future
- Alteration of objectives laid down at the time of establishment is difficult in future, which will prevent the institute from expanding its domain of services.

There are no examples of institutions set up as trusts as closed/ family groups for charitable/welfare purposes set them up. Public institutions such as a PRIT are not established as trusts also due to the factor of land.

b. SOCIETY

The institute can be registered as an autonomous body under the Societies Registration Act, 1860. The authority under which it will be registered will be the Registrar of Societies and the jurisdiction will be limited to the State in which it is registered. The main documents required are Memorandum of Association and Rules and Regulations of the Society, which should be certified as correct copy by at least three members of the Governing Body. A minimum of seven members is required to form the Governing Body and it has no upper limit. The Board of Management is the Governing Body/ Council or Managing / Executive Committee. Succeeding members are appointed usually through elections of the general body of the society.

The advantages of registering as a society are as follows: -
 • Democratic set up with elected body, which allows diversity in the nature of the Board
 • Renewal of members easy, as democratic elections are conducted
 • Objects can be extended, altered, abridged easily, allowing the institute to expand its domain of services in future
 • Free from bureaucracy, so less wastage of time in bureaucratic procedures

The disadvantages of registering as a society are –
 • Can be taken over by elements which were against the founding fathers, as the members change
 • Internal politics can take a toll on the effective functioning of the institute

The autonomous SIRDs and PRITs and other public sector institutions set up in the country are set up as Societies due to the ease in setting up and functioning, as well as to make changes as and when required. It allows flexibility in functioning that is needed for large important works such as PRI CB&T.

c. SECTION 25 COMPANY

This legal form requires the registration of the institute as a non-profit making company under Section 25 of the Companies Act, 1956 under the authority of Registrar of Companies. Its jurisdiction will be limited to the State where the company is registered. The documents required at the time of formation are memorandum and articles of association. A minimum of three members is required to form such a company and there is no upper limit to this. The Board of Management will be the Board of Directors or Managing Council, and succession is usually through election by the members of the company.

The advantages of registering as a company are –
 • A wide range of activities can be taken up.
 • Its objects can be modified if need arises, and providing services and trading on a no-profit basis is possible.

- The management is with the board of directors and prevention of takeovers is easier than in a society.

The major disadvantages are –

- Government will have no or least control in the functioning
- Complex formation and regulation procedures, more paperwork
- This legal form is more suited to a public or private limited company that wishes to use its profits for welfare activities.

Many government departments across the country today are setting up government units as companies. One such example is the Gujarat Livelihood Promotion Company that works on rural livelihoods in the state which involves identification business avenues, training of rural stakeholders (individual and institutional), etc.

d. <u>RECOMMENDATION FOR PRIT</u>

This report recommends registering the PRIT as a society under the Societies Registration Act, 1860. It is observed that majority of the leading institutions of the country, like IIMs, IITs, some of the SIRDs (around 14 SIRDs across the country), All India Institute of Local Self Governance, National Institute of Urban Affairs, and many others, are registered as society, as it gives them the flexibility and freedom to work to achieve their aims and objectives.

11. MISSION, VISION & OBJECTIVES

Following is the vision, mission and objectives for the PRIT as envisaged. These may be changed by the state as required.

d. <u>VISION</u>

Panchayats functioning effectively and efficiently for the development of the community

e. <u>MISSION</u>

To build the capacities of Panchayati Raj institutions' elected representatives and Panchayat Support functionaries and other relevant stakeholders in the state through various capacity building and training activities that will facilitate the effective functioning of the PRIs.

f. <u>OBJECTIVES</u>

The following set of objectives are listed down for the PRIT –

i. To provide/organize/coordinate training and capacity building of all the PRI ERs and Panchayat functionaries at all three levels of PRI.
ii. To act as a policy advisor and a strategic partner to the DoPR, Govt. Of U.P.
iii. To provide facilities for learning and development of stakeholders in the field of Panchayati Raj.
iv. To undertake research, evaluation and impact assessment studies related to the sector.

v. To collect information from various sources regarding best practices and benchmark them, and disseminate the collected information through Internet, MIS, publishing papers, reports, reference materials and books.

vi. To conduct seminars and workshops related to PRI and Rural Development and publish papers related to the same.

vii. To develop training aids and other knowledge products related to PR and maintain a library of these products.

viii. To undertake projects in the field of PR and CB&T and encourage students and researchers to collaborate with the institute for the same.

ix. To conduct long and short duration educational programs for students of rural development/governance/political science/HRD/social work and functionaries of PRI and Rural Development.

x. To network and collaborate with other such individuals, institutions/organizations, government departments and NGOs working in the same sector with similar objectives, and seek their guidance and assistance in the activities of the institute.

xi. To undertake any such other activity which is necessary and which is beneficial to achieve the objects of the institute.

## 12. INSTITUTIONAL STRUCTURE OF PRIT

The current training load of over 10 lakhs elected representatives and a corresponding large number of support functionaries and stakeholders need a huge, coordinated effort with a very strong delivery chain and a large number of service providers and a strong management & support structure. Under the circumstances the State PRD needs to be equipped with a multi level structure with following levels:

i. <u>Governance Super structure</u>–The High Powered Governance Committee will support and coordinate between the state PRD and PRIT on matters related to PRI CB&T at the state level in matters of strategic direction and PRIT functioning.

ii. <u>Management Super Structure-</u> PRIT – Panchayati Raj Institute of Training (PRIT) would be the dedicated and autonomous central vibrant node for all the activities related to PRI CB&T in the State. It is envisaged as large body acting as a think tank for PRI CB&T in the state, liaising with various stakeholders, both national and state level for PRI CB&T.

iii. <u>Technical and Other Support Structure</u>- PRIT is envisaged as a large body. Therefore, outsourcing would be a major way of working for the institution. A network of external agencies and individuals to support in various functions of PRIT comprising of technical expertise and support functions. These will be outsourced agencies/individuals being roped in as long term thematic partners or as service providers on as and when required basis.

iv. <u>Operational Management Structure-</u>District and block level teams within PRD mainly looking after functions of coordination with the delivery chain structures, M & E and reporting & record keeping. The DIRD/RIRDs will also contribute to training and capacity building efforts.

v. <u>Delivery Infrastructure-</u>The delivery chain for training as well as other capacity building strategies at district/block/village level comprising of various service providers like SIRD with its network of RIRD/DIRD, NGOs/CSOs, SPAs, DPMUs, PPP

partners, etc. This will also include the resource pool comprising of Master Trainers, Training Resource People, other capacity building strategy implementers, etc.

The following chart shows the institutional structure proposed for the Panchayati Raj Institute of Training in Uttar Pradesh.

Chart 1: Organizational Structure of PRIT, UP
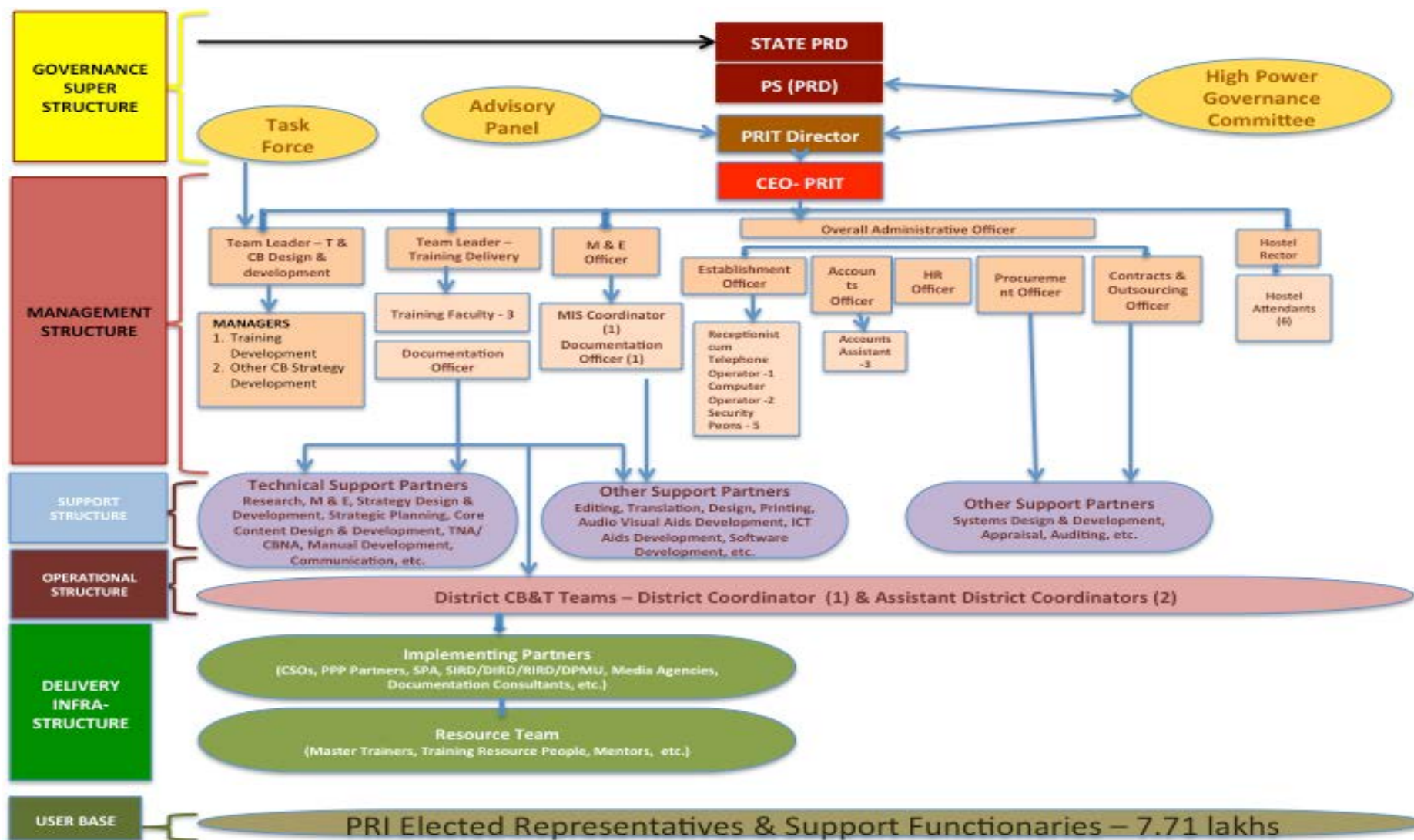
a. <u>GOVERNANCE SUPER STRUCTURE</u>

State PRD will act as the governance super structure of all the Capacity Development initiatives in the state including implementation of all the strategies through a High Powered Governance Committee is suggested in this report. PS-PRD is the overall head of the entire structure.

Compared to the volume of current capacity development efforts being implemented in the state, the state PRD will need to leap frog and the volume of efforts for Capacity Development will increase manifold. This will require a strong and robust management structure at the state level to cope with the implementation load of additional initiatives & strategies. While the structures under the State PRD like PRIT and other structures further in the chain will require much more strengthening & expansion, the state PRD may as well require to be strengthened in terms of some additional resources mainly human & infrastructure for working as governance and management structure for the structures under it. PRD may depute 1-2 people as the coordinating team with proposed PRIT.

We envisage a High Powered Governance Committee set up by PRD to act as the linkage between the PRIT and PRD and will facilitate the various initiatives being implemented by PRIT through coordination, approvals, linkages, and adherence to systems.

i. **TERMS OF REFERENCE OF GOVERNANCE COMMITTEE**

The table below details out the High Powered Governance Committee for PRIT.

Table 5: Key details of High Powered Governance Committee

S. No.	PARAMETER	DETAILS
1	CONSTITUTION	The High Powered Governance Committee would comprise of 8-10 members nominated by PS-PRD and would have representation from CSOs, CB&T institutions and government departments of relevant backgrounds of decentralized governance, rural development and CB&T.
2	KEY RESPONSIBILITIES	• Coordination between State PRD & PRIT • Formulating policies for ensuring smooth implementation of CB&T program • Approval of strategies, systems, plans & budgets of PRIT • Facilitating smooth and timely decision making in PRIT • Meet compulsorily every quarter to check progress of PRIT and provide recommendations and suggestions • Meet at earliest when PRIT requires/asks for guidance within week of receipt of request • Record minutes and decisions of every meeting and circulate among members and Director-PRIT & PS-PRD • Have meeting with PS-PRD biannually to update on progress and activities of PRD and meet PS-PRD whenever required regarding convergence, fund flow, strategies etc. in presence of

S. No.	PARAMETER	DETAILS
		Director-PRIT.
3	KEY DECISIONS	• Selection/ Termination of Director-PRIT • Selection/Termination of CEO-PRIT • Key large Strategic decisions for PRIT in CB&T such as inter-state collaborations, new strategic initiatives, revenue generation mechanisms in tandem with constitution of PRIT, etc. • Change in structure of the organization, if required • Change in Mission/Vision/Objectives • Change in Society bye-laws/constitution of PRIT • New Capital Purchase above Rs. 50 Lakhs for PRIT • For increasing asset items of large capital infrastructure/equipment in PRIT of cost such as vehicle, items costing beyond Rs.20 lakhs.

b. <u>MANAGEMENT STRUCTURE – PRIT</u>

PRIT is envisaged as the focal point of development & management of all strategies, systems, plans & budgets for the state CB&T program. The PRIT also will work as the umbrella structure for all other institutional and individual support structures and service providers. PRIT is envisaged as a huge structure with a large number of individuals and agencies functional for various activities under PRIT as umbrella structure.

PRIT will conduct the residential training of district level elected representatives and support functionaries at the state level. A Small team of three training facultyhas been envisaged for the purpose of delivery and coordination of the state level trainings. Initially, SIRD can also be involved for the delivery of state level trainings.

The table below provides the key tasks and deliverables of the various sections of the PRIT.

Table 6: Key tasks and deliverables of PRIT Team

PRIT SECTION	KEY TASKS	KEY DELIVERABLES
TRAINING DESIGN, DEVELOPMENT AND DELIVERY	• Periodic TNA • Developing Core and other curricula • Developing TOT manuals • Developing basic participants handouts • Developing basic audio visual aids • Developing training aids • Printing training material • Conducting training at state level for district ERs and support functionaries • Conducting Training of Trainers	• TNA reports • TOT manuals • Learning aids manuals • Basic training audio visual aids • Participants manuals • Training report of district level trainings • Training report of TOTs
CB&T COORDINATION	• Sensitizing new CSOS, Trainers, mentors	• Capacity building and training calendar

PRIT SECTION	KEY TASKS	KEY DELIVERABLES
&M&E	• Training and other strategy micro planning • Allocating themes, geographical areas, target groups • Communicating with concerned district functionaries • Performance assessment & monitoring OF CSOs' training and CB strategy delivery- MIS based • Third party evaluations/monitoring • Ensuring timely fund flow to partner CSOs for strategy implementation	• Capacity building and training performance reports • Capacity building and training documentation • Yearly capacity building and training evaluation report
CB&T STRATEGY DEVELOPMENT& DELIVERY	• Research • Designing & fine-tuning strategies/plans, budgets and systems of implementation of various CB&T Strategies • Approving strategy implementation schedules, proposals for implementation from prospective partners, etc.	• Capacity development strategies • Capacity development plans and budgets • Films, scripts, audio clips, posters, hoardings etc.
CONTRACTING AND PROCUREMENT	• Selection of CSOs/ individuals based on proper selection procedures • Sensitization/induction of new CSOs/individuals • Contracting of CSOs/individuals	• CSO appraisal manual • Contracting manual • New CSOs sensitization manual • Adequate data bank of prequalified, selected CSOs
PAYMENT &ACCOUNTS	• Payment based on certification by CB&T M&E • Audit • Yearly budgeting and cash flow management	• Invoice/ payment status report • Concurrent and year end audit • Yearly budget and cash flow statements
ADMINISTRATION, ESTABLISHMENT & MAINTENANCE	• HR, record keeping, Systems development & implementation • Campus maintenance & safety • Safety & security systems implementation • Basic systems like water supply, sewage, power supply, AC etc. in place & efficiently functional • Asset maintenance	• Systems manuals • Reports of quality checks • Functional assets and systems for outsourcing, accounting and maintenance

i.   <u>PRIT TEAM STRUCTURE</u>

PRIT is envisaged to have a functionally strong & adequately large team to carry out the envisaged role as specified above. PRIT will require a mix of human resources in each of the major functions as outlined in the following table.

Table 7: Human Resource Mix for PRIT

PRIT SECTION	TYPE OF HUMAN RESOURCES REQUIRED
TRAINING DESIGN AND DEVELOPMENT	• Training Faculties with thematic expertise • Training Design experts • Training aids development experts
CB&T COORDINATION & M&E	• M & E experts • CB&T Coordinators • MIS operators • Documentation experts
CB&T STRATEGY DEVELOPMENT& DELIVERY	• Strategy experts • Planning experts
CONTRACTING AND PROCUREMENT	• Contract management experts • Procurement experts
PAYMENT &ACCOUNTS	• Accounting professionals
ADMINISTRATION, ESTABLISHMENT & MAINTENANCE	• Administration functionaries • Hostel managers • Maintenance functionaries (Security, catering, maintenance, etc.) • HR functionaries

PRIT will require a thorough professional team with expertise in the respective functional area and the selection of individuals should be after a rigorous appraisal process. Focus should be on selecting the best available resources, may it be from within government or contracted from open market. One of the effective methods, which can be considered, can be to outsource the management of the three key technical functions of Training Design & Development, CB&T Coordination & M & E and Other Strategies Development & Delivery to a professional agency.

The outsourced agency will have a specified ToR with clearly spelt out role, tasks and deliverables based on a result-based framework to ensure envisaged outcome. The agency will depute the required professionals to PRIT and the deputed professionals will be housed in the PRIT and will report to the CEO-PRIT and work in coordination with the other teams of PRIT. This practice has been followed by other government departments/agencies and has provenance.

Based on functional role PRIT should be taking up, the PRIT team structure is as provided in Chart 2.

Chart 2: PRIT Team Structure
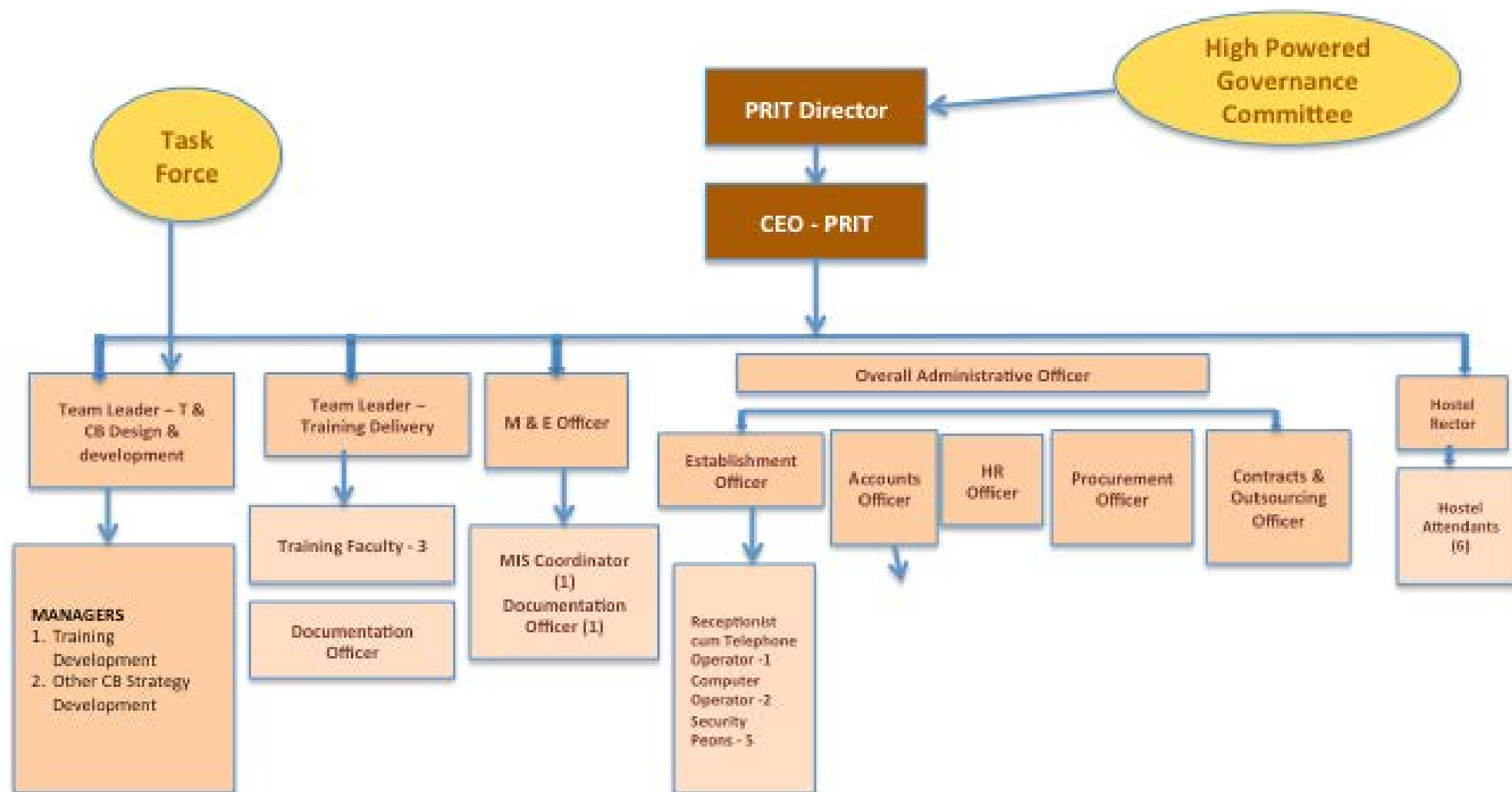
The key tasks and deliverables for each of the PRIT team members have been detailed out in Annexure 4.

c. SUPPORT STRUCTURE

The support structure for PRIT comprises of external agencies and individuals providing long term sustained or need based support. PRIT is visualized as a node with core team for CB&T and there will be a need for roping in thematic expertise for design, development and delivery of various strategies planned for CB&T in the State. The following table outlines the various areas where external skills will be required to be roped in.

Table 8: External Resource Mix for PRIT Functional areas

PRIT SECTIONS	EXTERNAL RESOURCES - INSTITUTIONAL/ INDIVIDUAL
TRAINING DESIGN, DEVELOPMENT& DELIVERY	• Technical experts- gender, Panchayat Act, Rules and Regulations, Schemes, RTI, Computer/IT, emerging issues etc. • Editors, translators • Printers • Aids developers • Technology/ICT aids developers • Software development
TRAINING COORDINATION AND M&E	• Training experts- SIRD, SPA/CSOS, DPMUs, Individual experts • M&E & MIS experts • Evaluation panels – role models (PRIs, ERs)
OTHER STRATEGY DEVELOPMENT& DELIVERY	• Developmental communication -Community radio operators, folk performers, visual media contractors, • Mentors- on the job training, empowering engagement processes • Research experts • Peer network supporters
CONTRACTING AND PROCUREMENT	• Institutional appraisal experts- Technical, financial
PAYMENT AND ACCOUNTS	• External auditors

While the PRIT would rope in institutional/individual resources from time to time as per the need, long term partnerships with reputed institutes with specific areas of expertise like Research Partners, Communication Partners, ICT partners, etc. are also envisaged to be established by PRIT.

Similarly, PRIT would develop a database of empanelled institutes/individuals for each of the thematic areas mentioned above at the outset, so may not need to get into identification & procurement processes every time the need arises.

ADVISORY PANEL

The PRIT will form at the discretion of Director-PRIT, an Advisory Panel comprising of leading experts in different functional areas. The Advisory Panel will meet once in a quarter, or more if needed, and provide expert inputs, strategic directions and advisory services for various strategies and their implementation. This can also comprise senior functionaries form other government departments, CSOs, academic institutions, researchers, etc.

TASK FORCE

PRIT will form task forces for different themes as required. The Task Forces will be small teams formed for specific tasks or themes. These teams will take up role of special purpose vehicles for specific tasks. Task Forces can be formed on themes like communication, literacy, training, gender, empowerment of women, etc. or on special tasks like training evaluation, mentor selection criteria design, resource people assessment, training manual design/pre testing, etc. The Task Force teams will require spending significant time on the tasks allocated to them and should be available for the same.

The Task Force teams can comprise of PRIT members, service providers, technical support partners, Elected Representatives, Support Functionaries, CSO team members, Mentors, Resource People, other interested people, etc. as the Director-PRIT may deem fit.

c. OPERATIONAL MANAGEMENT STRUCTURE

The State will require an efficient and sufficient structure at district & block level to coordinate and support the huge activity load under CB&T. On an average a district in UP comprises of about 10000 elected representatives, which in itself is a huge volume. CB&T activities addressing such a huge volume will have a high level of workload with numerous activities taking place simultaneously. As per State experience of conducting training of elected representatives through SPAs, 40-50 training events may be simultaneously conducted in a district at any given point of time. Coordinating this huge activity load and monitoring and providing support as required will require dedicated human resources. The current structure of PRD has DPRO at district level and ADO (Panchayat) at block level as the only available human resource dedicated to implementation of PRD activities at district and block level. While these individuals are already sufficiently loaded with programmatic responsibilities, there is no other human resource available to carry out the additional responsibilities envisaged to emerge with implementation of CB&T strategies as suggested in this report. We suggest placing of dedicated human resources at district level to address the CB&T component. The district CB&T team will be required to carry out the two important functions of Coordination and M & E. These teams will basically work as the focal coordinating node for all CB&T related activities at district/block/village level.

i. DISTRICT CB&T TEAM: MAJOR FUNCTIONS

The major functions are envisaged as follows:

- Prepare district wise CB&T plans with budgets
- Present plans & budgets to PRIT and seek approvals and funds
- Coordination with district & block government & line departments for CB&T related activities
- Prepare & maintain a database of all PRI functionaries including elected representatives and support functionaries
- Identification (through appropriate procedures laid out by PRIT) of institutional & individual resources for implementation of various strategies for CB&T (including CSO partners, resource people, communication agencies, resource people, mentors etc.)
- Identify delivery chain partners at each block level.
- Prepare training schedule for each district and block
- Oversee training being conducted by the delivery chain partners
- Management & oversight of delivery chain partners (approve plans & budgets; provide technical support, monitoring, feedback, performance assessment, release funds as required and collect SoE & UCs etc.)
- Monitoring of delivery chain partners through monthly review meetings, reports, performance assessments, feedback systems etc.
- Ensure timely & quality implementation of all activities & guidelines set by PRIT at district/block level.

ii. <u>DISTRICT CB&T TEAM: STRUCTURE</u>

We envisage a team of 3 people for each district for 39 of the districts where the total number of ERs are more than 9000 and 2 people (single Assistant CB&T Officer) for the 33 districts where total number of ERs are less than 9000. The structure and broad functional role division envisaged has been provided in Annexure 5. The District CB&T Team will coordinate and manage the trainings at the district level. They will be required to report to the DPRO at the District Level and the Team Leader (Training Delivery) at PRIT.

13. CONSTITUTION/ BYE-LAWS OF PRIT

The byelaws, if PRIT is registered as a society, will have to be well thought out and carefully formulated by the PRD in a manner that it allows the PRIT to fulfill the vision, mission and objectives of PRIT with autonomy and independence.

The authorities of the institution should allow it to carry out activities as it may deem fit achieve the vision, mission and objectives set at the outset. Following are some of the powers that the institution should necessarily have to function autonomously:

Table 9: Key authorities of PRIT

S. NO.	KEY AUTHORITIES	DECISION MAKER

S. NO.	KEY AUTHORITIES	DECISION MAKER
1	Change in institutional structure	High Powered Governance Committee in consultation with Director & CEO-PRIT
2	Change in society constitution	High Powered Governance Committee in consultation with Director & CEO-PRIT
3	Selection & Hiring of Director-PRIT	High Powered Governance Committee & PS-PRD
4	Selection & Hiring of CEO-PRIT	High Powered Governance Committee & Director – PRIT
5	Selection of PRIT Team members below CEO-PRIT	Director & CEO-PRIT
6	Setting up of Task Force	Director-PRIT
7	Formation of following Committees for various tasks: a. PRI Training Designing & Manual Development b. PRI CB Strategy Design & Development c. PRI CB&T Partner Selection d. Recruitment Committee e. Feedback/ Appraisal Committee f. Increment Decision Committee g. Sexual Harassment Committee h. Grievance Redressal Committee i. Procurement Committee (for high purchases) j. Maintenance Committee k. Internal Capacity Building Committee	These and any other committee may be set up at the discretion of the Director-PRIT. They will be cross-functional in nature to allow more perspectives when taking key decisions on the respective issues. The Director-PRIT will be de-facto chair of the committees and CEO will be de-facto member. The Director- PRIT will choose the Member Secretary from the respective section of the PRIT relevant to the subject of the committee.
8	Selection of Partner agencies for implementation of CB&T initiatives	CEO-PRIT in consultation with Director-PRIT
9	Freedom to carry out capital expenditure within a set limit that is adequate to provide for the institute	Procurement Committee
10	Final cheque signing authority for activities pertaining to institute	Director-PRIT as well as CEO
11	Freedom to choose who to collaborate/partner with in order to carry out PRIT's activities/project such as tie-ups with universities, CSOs, individuals etc.	Partner Selection Committee
12	Outsourcing of any amount/function subject to set procedures	Maintenance Committee
13	Freedom to procure what it deems fit for its activities to fulfill the	Procurement Committee

S. NO.	KEY AUTHORITIES		DECISION MAKER
	mission/vision/objectives		
14	Freedom to submit proposals or canvas for funds beyond government funds. The institute can accept funds directly from donors and the Centre		PRI CB&T Strategy Design & Development Committee can decide to submit proposals or receive funds from government – state & Central but will require the approval of the High Power Governance Committee in case of private/corporate funding to take care of issues of vested interests
15	Power to start and run programs that are self-financed		PRI CB&T Strategy Design & Development Committee can develop programs to be run by the PRIT on relevant subjects as detailed out later.
16	Power to apply on its own for accreditation of the course		At discretion of Director
17	Power to declare awards for outstanding performance of resource persons, PRI Leaders & ERs and other stakeholders in order to contribute to beacon panchayat development		PRI CB&T Strategy Design & Development Committee
18	Power to suggest changes in mission/vision/objectives but final approval will be given by the High Power Governance Committee		Director – PRIT
19	Recruitment of PRIT staff, project based staff and remuneration		Recruitment Committee
20	Renovation of PRIT		Overall Administrative Officer in consultation with the Director-PRIT
21	Setting of cost norms for various levels of the institution – Director, CEO, Team Leaders and Managers	Travel	HR Officer with approval from Director/CEO
		Hospitality	HR Officer with approval from Director/CEO
		Workshops	HR Officer with approval from Director/CEO
22	Setting of Individual Learning Targets		Internal Capacity Building Committee
23	Budget preparation & Approvals		Accounts Officer, with final approvals from Director Regular work plans and annual plans will be prepared for the institute by the Administrative Officer and Accounts Officer respectively.
24	In-charge during absence of Director-PRIT		The CEO will assume all roles and responsibilities of the Director during his/her absence

The constitution of the PRIT has to be developed based on these primary powers as per the legal requirements of the state in consultation with the legal department. There would be more that will be added to the Memorandum of Association for the society. These primary authorities will allow the PRIT to function speedily and effectively towards achieving its mission and vision for PRI CB&T in the state.

14. INFRASTRUCTURE & ESTABLISHMENT COSTS

a. REQUISITE INFRASTRUCTURE FOR PRI CB&T IN STATE

As per NCBF, within the first 4 months of the PRI ERs being elected, two courses have to be completed – Foundation course and the Basic Functional Course. The table below shows the training load for these two courses in terms of number of batches that will have to be completed.

Table 10: Training Work Load for UP as per NCBF

Training Name	Training Days	Training Location	Target Group	Training Load	Batch Size	No. of Batches
Foundation Course	4	PRIT	Zilla Panchayat Elected Representatives	2,696	50	54
	4	District CB&T Teams/ RIRD/DIRD	Kshetra Panchayat Elected Representatives	65,701	50	1,314
	4	SPAs	Gram Panchayat Elected Representatives	7,03,097	50	14,062
			Total	**7,71,494**	**150**	**15,430**
Basic Functional Course	4	PRIT	Zilla Panchayat Adhyaksha& Standing Committee Chairpersons	288	50	6
	4	District CB&T Teams/ RIRD/DIRD	Kshetra Panchayat Pramukh& Standing Committee Chairpersons	3,284	50	66
	4	SPAs	Gram Panchayat Pradhan & Standing Committee Chairpersons	2,07,656	50	4,153
			Total	**2,11,228**	**150**	**4,225**

The other course that has to be completed in the first year is the Sectorally focused Course, which has to be completed within 6 months. In order to derive the number of training halls

required at any given time, these two courses have been taken. Based on this, the following requirement was derived:

Total Months as per NCBF	5
Number of Sunday	20
Number of 2nd& 4th Saturdays	10
Number of Public Holidays	10(avg. 2 per month)
Total Number of Holidays	40
Total Working Days	110
Total Number of batches	19,655
Number of batches to be conducted per day	179

Thus the total training halls that would be required to conduct training for the entire state simultaneously would be 179. The PRIT cannot house this many training halls as well as faculty as each training session ideally requires two trainers. Therefore, existing infrastructure, both in terms of physical and human resources, will have to be utilized in the state for provision of training locations and NGOs/ CSOs will have to be contracted to carry out the grass root level training. Therefore the PRIT will also require carrying out the orientation training of the contracted CSOs/ NGOs.

b. SUPPORT INFRASTRUCTURE IN STATE

The existing infrastructure in the state that can be utilized for the training of PRI ERs in order to fulfill the requirement is as provided in the table below. The state will know of many more possibilities for infrastructural collaborations.

Table 11: List of institutions for Infrastructural Collaboration

S. No.	Training Institute	Location	Type of Trainings Conducted	Available Infrastructure	Potential Role
1	SIRD/ 33 DIRDs/ 17 RIRDs	Lucknow & covering 50 districts	Capacity building and information provision trainings for rural development functionaries	Hostels, training halls and training faculty in each institute	• Physical Infrastructure is largest and can be utilized for block level PRI CB&T and for CSO orientation • Resource Persons in house available
2	Kshetra Panchayat Resource Centers (KPRC)	At every block	Capacity Building and Training of PRI stakeholders	Computer, power backup, tables & Chairs, training hall to seat 25-300 people	• Physical infrastructure can be utilized for CB&T of GP and/or KP ERs

S. No.	Training Institute	Location	Type of Trainings Conducted	Available Infrastructure	Potential Role
3	UPAAM	Lucknow	Professional Training of government officers (IAS/ State Services)	7 training halls, library, computer lab, auditorium and Conference hall, hostel with capacity of 52, 3 full time faculty & 37 visiting faculty	• Resource Persons Database may be accessed & utilized for ToTs for PRI CBT trainers • Infrastructure can be utilized if free
4	District Project Management Unit (DPMU)	Established in 34 BRGF districts	19 proposals were accepted for training of ERs training. Handling Matters related to BRGF	Some of the BRGF DPMUs have training halls. The RSVY DPMUs have basic infrastructure that can be utilized.	The DPMU can at the most facilitate monitoring and evaluation of trainings conducted by the SPAs in the district or provide training infrastructure as required.
5	Sahbagi Shikshan Kendra (SSK)	Lucknow	Training of grass root level CSOs and networks to build their capacities. Has worked as support agency to state PRD in formation of the training modules		The organization can act as support agency in various matters such as creating training material, various training modules. Also the network of local CSOs may be utilized for PRI CB&T to either train or to spread the word about training or to contribute in other CB&T strategies
6	District Institute of Education & Training	72/ One per district	Training of teachers for primary education	Training halls/classrooms	The infrastructure of the institutes may be utilized for district level PRI CBT
7	State Innovations in Family Planning Services Project Agency (SIFPSPA)	Lucknow/ working in 38 districts	Training of MNGOs/ CSOs in health and various related projects	Has some physical infrastructure utilized in training of MNGOs. Divisional PMUs exist. Has network of Mother NGOs who	The network of NGOs can be tapped into to reach out to ERs in various capacity building initiatives

S. No.	Training Institute	Location	Type of Trainings Conducted	Available Infrastructure	Potential Role
				in turn train Field NGOs	
8	Farmers' Field School	238 FFS in 23 district under UP Bhumi Sudhar Nigam started in 1978	Run by Farmers, Technology development, dissemination, undertaking various activities in order to ensure sustainability	15 FFS have been provided with computers and other peripherals	The infrastructure in the 15 may be thought of for small batch training if any
9	Centre for Training & Management of Soil, Water & Forest	Kanpur	Developing material for and conducting Distance Learning Courses to Forest Department officials in natural and human resource management	• An air-conditioned conference hall equipped with LCD projectors and computers. • 2 well maintained air-conditioned hostels for senior executives having 17 rooms capacity. • Officers' hostel having 20 rooms. • Staff hostels having 90 rooms. • 4 Buses for tours. • 5 well equipped lecture halls • A well equipped library.	• These lecture halls can be utilized after checking on the training calendar of the department. • The hostel facilities can be utilized during PRI ER trainings of Training of Resource persons
10	NIC Training Centre	Lucknow	Training of central and state governmental officials, Technology update	3 NIC training Centre having 20+10+20 participants, well-equipped training	The laboratories may be utilized for computer training or Plan Plus training of ERs

S. No.	Training Institute	Location	Type of Trainings Conducted	Available Infrastructure	Potential Role
			programs for NIC officials	labs	
11	Sakshar Bharat Mission	Central Government Initiative running in 66 districts of state	Training of partner NGOs, VTs provide literacy sessions in target districts	Block Resource Centres under SSA are available which have hall and classrooms and teaching-learning material	• Master Trainers and Resource Persons working under the program can also be involved for training of ERs at block level • Voluntary Teacher can give priority and teach the EWRs • Physical Infrastructure of the BRC can also be used; the currently it is used about 100 days p.a • Their HR network can be utilized in the strategy for Holistic Development of EWRs.
12	Krishi Vigyan Kendra	68 districts	Technology transfer, scientific agricultural training to farmers, demonstrations, resource centre	Physical infrastructure at district level, laboratories, seminar halls and trained qualified human resources. These may differ and need to be verified	• Their physical infrastructure can be utilized for training depending on its availability. Also, based on its activity levels, there would be potential for KVKs to act as platforms of awareness.

c. <u>EXISTING PRIT INFRASTRUCTURE</u>

The construction for PRIT is already underway and majority has already been completed. At present, the building is envisaged to house both the Panchayati Raj Directorate as well as the PRIT. Given below are the details of the relevant training infrastructure that is planned for the PRIT presently by the state:

➤ The entire premises is divided through separators – The Directorate, training Section and the hostel section. This is a welcome move but due to the lack of PRIT office space, this may work against the PRIT team, as they would have to keep travelling between the training and office sections. Within the Training Section there are around 4-5 offices for

> training faculty/coordinators. But this is insufficient as per the envisaged institutional role and structure
- ➢ 4 Directorate offices
- ➢ Conference Hall
- ➢ 500-seater auditorium
- ➢ 4 Training Halls one of which can be converted to a computer room for PRIT
- ➢ Men's Hostel with 96 beds in dormitories of 6 beds in each room.
- ➢ Women's hostel in the same design was constructed later specifically on the direction of the state Chief Minister.
- ➢ 16 2-bedded rooms for special faculty/guests
- ➢ Separate guest house with 8 suites
- ➢ 8 resident blocks to serve as staff quarters
- ➢ A recreation room in the hostel
- ➢ Canteen on the ground floor and top floor of the office building
- ➢ Kitchen-cum-Dining Hall in the hostel
- ➢ One library
- ➢ All entries will have ramps to be friendly for movement of physically challenged individuals.

d. <u>ENVISAGED PRIT INFRASTRUCTURE</u>

We understand that a greater part of PRIT has already been constructed. With the knowledge, we have provided herewith an indication of the kind of space that will be required for housing the PRIT team as envisaged and corresponding costs for equipping the PRIT with infrastructure. The design change may be made as per the following in order to facilitate PRIT role and autonomy than hamper/ contain its functions.

The table below shows the infrastructural requirements beyond what is already planned in the PRIT presently. The biggest constraint in the present PRIT structure is the lack of office space for the PRIT Team. The space provided is envisaged as per the limited training role of PRIT. The team structure envisaged by this report is for the larger role of Capacity Building requiring a larger team within PRIT and therefore the following infrastructure is recommended.

Table 9: Infrastructure for PRIT, UP

PANCHAYATI RAJ INSTITUTE OF TRAINING	
INFRASTRUCTURE	
FACILITY	**DESCRIPTION**
Meeting Room	8 Meeting rooms with capacity of 15 people for internal meeting, meeting with visitors, etc. With facilities of projection, white board, soft board, etc.

PANCHAYATI RAJ INSTITUTE OF TRAINING	
INFRASTRUCTURE	
FACILITY	**DESCRIPTION**
Office Space: Director (PRIT)	1 Cabin with sitting space of 6 people in front of desk & sofa arrangement for waiting or meeting + Waiting space outside cabin for visitors + sitting space for PA cum Computer Operator of Director (PRIT)
Office Space: Training & CB Design Team	1 cubicle for Team Leader + work stations for 8 specialists + spare work stations for 2 consultants + space for printer, storage, etc
Office Space: Training Delivery Team **(This is provided for in the PRIT presently)**	1 cubicle for Team Leader + Work stations for 3 Training faculty cum coordinator + Work station for Documentation Officer + space for printer, storage, etc.
Office Space: Accounts Team	1 cubicle for Officer (Accounts) + Work stations for 2 Accounts Assistant + space for printer, filing cabinets, storage, etc.
Office Space: Administrative Teams	1 cubicle for Overall Administrative Officer + 1 cubicle for Officer (Procurement) + 1 cubicle for Officer (Contracts & Outsourcing) + 1 cubicle for Officer (Establishment) + 1 cubicle for Officer (HR & Admin) + 2 Work Stations for Computer Operators cum Clerks
Office Space - Other	Open reception area + Photocopy Machine space + Visitor waiting + space for printer, storage, display, etc.
Computer Lab	Facility for 40 people sitting and 20 computer nodes + SATCOM Receiving & Video Conferencing Equipments Housing **(One of the training halls in PRIT at present can be utilized as computer lab)**
Group Activity Rooms	2 small rooms for group activities during training
Pantry/Kitchen	With facilities of microwave, refrigerator, toaster, etc. for PRIT
Wash Rooms & Utilities	Separate units for ladies and gents near each training hall + 1 unit for office area + 1 unit for Director + 1 unit for JD & senior faculties + 1 common unit at hostel + separate wash areas + dish cleaning area
SUPER BUILT UP	Passages, Lobbies, open spaces, balconies, etc. @ 20% of total
Open Space	Open space in front or surrounding the center with garden suitable for activities, evening gatherings, etc. with lighting facilities
Amphitheater	For performances, simulation exercises of gram sabha, etc. Capacity of sitting 100 people.

The following table shows the requirement of the equipment in the PRIT to function comfortably and efficiently.

Table 10: Requisite Equipments & Facilities for PRIT

EQUIPMENTS & FACILITIES				
NAME	**DESCRIPTION**	**UNITS**	**COST**	**AMOUNT**
Desktop Computers	20 desk top computers for the computer lab + 4 for the meeting rooms + 23 for the staff members (1 Director + 3 Training Faculty + 9 Officers/Team leaders + 1 MIS Coordinators + 1 Documentation Officer + 4 for Resource Center + 1 Receptionist cum Telephone Operator + 3 Accounts Assistants)	57	30000	1710000
Laptop Computer	2(1 for each for each of the training halls) + 1 for Director + 2 for Team Leaders + 5 for Managers (CB&T Strategies) + 2 for other office staff	12	50000	600000
Licensed Software	As required (including MS Office, Adobe Flash, Adobe Pagemaker, Coreldraw, Adobe Acrobat, VLC, CD/DVD writer, Accounting software, etc.)			
	Antivirus	69	1500	103500
	Microsoft Office	69	4000	276000
	Adobe Pagemaker	2	30000	60000
	Adobe Flash	1	36000	36000
	Adobe Coreldraw	1	16000	16000
Photocopy Machine	1 for the resource center + 1 for the Training section. Both with automatic two side printing facility	2	100000	200000
Printers	1 colour printer@ resource center + 1 printer for Training & CD Design Team + 1 printer for Training Delivery team + 1 printer cum scanner for general staff +1 printer for Accounts Section +1 printer for Procurement, Contracts & Outsourcing Section + 1 printer for computer lab + 1 printer for Director cabin	8		
	Color Printer	2	25000	50000
	All in one printer	2	20000	40000
	Printer	6	15000	90000
Fax	For reception area	1	15000	15000
Satellite Interactive		1	340000	340000

EQUIPMENTS & FACILITIES				
NAME	**DESCRIPTION**	**UNITS**	**COST**	**AMOUNT**
Terminal				
Video Conferencing Facility		1	1000000	1000000
Large LCD Screen for Video Conferencing		1	200000	200000
Wi-Fi Router	With capacity to cover the entire premises. If required, more than 1 routers to be placed.	3	4000	12000
LAN Router	For inter connectivity among the computers	1	8000	8000
UPS	For the office staff & training team	32	8000	256000
Digital Camera		3	15000	45000
Video Camera		1	60000	60000
LCD Projector	1 each for the two training halls + 1 for auditorium + 4 for meeting rooms	7	125000	875000
Overhead Projector	One in each training halls	2	20000	40000
Audio System (Microphone)	1 each for each training hall	2	20000	40000
EPABX System	1 unit with a telephone instrument	1	17000	17000
Telephone Instruments	44 for hostel rooms + 1 for hostel rector + 1 for Director + 4 for accounts & admin + 5 for training team + 2 for 2 training halls + 1 for resource center + 1 for computer lab + 1 for kitchen + 1 for auditorium + 4 for meeting room + 1 for security + 1 for video conference room	67	1000	67000
TV	1 for hostel recreation room + 1 for each of the training halls + 1 for Director cabin. All LCD Screens with cable connectivity and facility of direct projection	4	25000	100000
DTH Connectivity infrastructure for television channels	For 4 nodes (2 training halls, recreation room @hostel, Director cabin)	4	5000	20000
Audio recording system	For role plays, activities, communication & training aids development, simulation exercises, etc.	2	4000	8000

EQUIPMENTS & FACILITIES				
NAME	**DESCRIPTION**	**UNITS**	**COST**	**AMOUNT**
Generator	1 set for hostel with sufficient back up for lights & fans for entire hostel + 1 set for training center with sufficient back up for lights, fans, kitchen equipments, LCD projection, training hall AC.	2	125000	250000
Fire safety equipments	Basic fire safety system comprising of water hose points across all locations, signages, emergency evacuation route indicators, etc.	1	2500000	2500000
Air Conditioners	4 for senior faculty rooms @hostel @1.5 tons capacity each + 2 for each training hall @1.5 tons capacity each + 1 for resource center @1.5 tons + 2 for Computer lab @1.5 tons capacity each + 2 for Training team section @1.5 tons + 1 for Training Delivery team section @ 1.5 tons + 1 for accounts & admin section @1.5 tons + 1 for Procurement, contract and outsourcing team @1.5 tons + 1 for ETC Team @ 1.5 Tons	15	28000	420000
	1 for Director Cabin @2.0 tons capacity + 4 for meeting room @2.0 tons	5	35000	175000
	1 each for group activities room @1.0 ton each	2	25000	50000
Water Dispensers	2 for hostel + 1 for dining room + 1 for training center + 1 in office area	5	10000	50000
Water Purifiers	Water purification plant for entire campus	1	200000	200000
Water Geyser or Heating Plant	Central water heating plant for entire campus	1	125000	125000
Microwave	1 for pantry + 1 for hostel	2	10000	20000
Refrigerator	1 large for kitchen + 1 middle sized for pantry @training center + 1 middle sized for hostel	3	20000	60000
PA System for auditorium		1	50000	50000
Total				**10184500**

The following table shows the recommended furniture that should be present in the PRIT in each of the sections for them to be able to function efficiently and effectively.

Table 11: Furniture Costs for PRIT

	PANCHAYATI RAJ INSTITUTE OF TRAINING			
	FURNITURE COSTS			
FACILITY	**DESCRIPTION**	**APPROXIMATE AREA (Sq. Ft.)**	**CALCULATION BASIS**	**COST FOR FURNITURE & FURNISHING**
Meeting Room	4 Meeting rooms with capacity of 15 people for internal meeting, meeting with visitors, etc. With facilities of projection, white board, soft board, etc.	2400	100000 per meeting room	400000
Office Space: Director (PRIT)	1 Cabin with sitting space of 6 people i.e. 6 chairs + 1 large desk + 6 seater sofa + Center table for sofa + corner tables + storage cabinets + almirah	1200		150000
Office Space: CEO (PRIT)	1 Cabin with sitting space of 6 people i.e. 6 chairs + 1 large desk + corner tables + storage cabinets + almirah	1000		125000
Office Space: Training & CD Design Team	1 cubicle with work station & 2 visitor chairs for Team Leader + work stations for 5 specialists + spare work stations for 2 consultants + desks for printer + storage, etc.	1500		600000
Office Space: Accounts Team	1 cubicle with work station & 2 visitor chairs for Officer (Accounts) + Work stations for 4 Accounts Assistant + space for printer, filing cabinets, storage, etc.	600		350000
Office Space: Administrative Team	1 cubicle with work station & 2 visitor chairs for Overall Administrative Officer + 1 cubicle with work station & 2 visitor chairs for Officer (Procurement) + 1 cubicle with work station & 2 visitor chairs for Officer (Contracts & Outsourcing) + 1 cubicle with work station & 2 visitor chairs for Officer (Establishment & Maintenance) + 1 cubicle with work station & 2	1000		500000

	PANCHAYATI RAJ INSTITUTE OF TRAINING			
	FURNITURE COSTS			
FACILITY	DESCRIPTION	APPROXIMATE AREA (Sq. Ft.)	CALCULATION BASIS	COST FOR FURNITURE & FURNISHING
	visitor chairs for Officer (HR &Admin) + 2 Work Stations for Computer Operators cum Clerks + storage cabinets			
Office Space: M&E Section	1 cubicle for M&E Officer with 2 visitor chairs + work station &v visitor chairs for MIS Coordinator & Documentation Officer	500		250000
Office Space - Other	Open reception area + Photocopy Machine space + Visitor waiting + space for printer, storage, display, etc.	2000		250000
Computer Lab	Facility for 40 people sitting and 20 computer nodes + SATCOM Receiving & Video Conferencing Equipments Housing	2000		350000
Group Activity Rooms	4 small rooms with 7-8 chairs	1000	50000 per room	200000
Pantry/Kitchen	Modular kitchen with chimney and mass cooking facilities	300		300000
Wash Rooms & Utilities	Separate units for ladies and gents near each training hall + 1 unit for office area + 1 unit for Director + 1 unit for Training Section + 1 common unit at hostel + separate wash areas + dish cleaning area	1000		750000
TOTAL				4225000

The following have not been included in the costing of the furnishing of PRIT as it has already been constructed. We however provide what was envisaged in those sections as well so the state can make changes as required in the PRIT Plan based on the indicative costing and requirement.

FACILITY	DESCRIPTION
Training Halls	2 Halls each with capacity of 40 people. Includes 40 participant chairs, 20 desks, white board, screen, LCD projection mounting, podium, trainers table/trainers platform, soft boards, display paneling.

FACILITY	DESCRIPTION
Auditorium	1 auditorium with capacity of 100 people and dais, with audio-visual facilities, two screens, etc. False ceilings, sound proofing, 8 chairs on dais, podium, table for dais, etc.
Office Space: Training Delivery Team	1 cubicle with work station & 2 visitor chairs for Team Leader + Work stations for 3 Training faculty + Work station for Documentation Officer + space for printer, storage, etc.
Hostel Rooms	Hostel rooms with 2 cots each + sets of mattress, blanket, bed sheets, pillows, replacement bed sheets, quilts + corner tables for each room + storage cabinets + writing desks + reading light + window curtain
Hostel Recreation Room	Recreation room located with hostel with TV, newspaper & magazines, indoor games, etc. + sofas for seating 20-25 people
Dining Hall	With facility of dining 80-100 people simultaneously
Library & Resource Center	CD/DVDs storage shelves, displays racks, book racks/shelves, 4-5 tables with 4 chairs each, 1 desk & chair for resource center in charge, TV unit, library cabinets

15. MANAGEMENT COSTS

The institution will face fixed recurring costs, which will need to be fulfilled through various sources of income. These fixed recurring costs do not include the costs of training and other PRI capacity building initiatives that the institute is envisaged to take up each year.

a.   FIXED RECURRING

The following table provides the fixed recurring costs for PRIT, which is exclusive of training costs.

Table 12: Fixed Recurring Costs for PRIT

FIXED RECURRING COSTS [1]			
HEAD	**DESCRIPTION**	**MONTHLY COSTS**	**ANNUAL COSTS**
Power	Power (electricity) bill payments	100000	1200000
Water	Water procurement costs if required and water taxes/charges	5000	60000
Garden Maintenance	Contract for garden maintenance and development outsourced to a professional agency	20000	240000
Equipment Maintenance	10% of total cost of equipments annually		1018450
Infrastructure Maintenance	Will include any repairs, replacements, additional procurement, for furniture, civil works, etc.	25000	300000

FIXED RECURRING COSTS [1]		MONTHLY COSTS	ANNUAL COSTS
HEAD	**DESCRIPTION**	**MONTHLY COSTS**	**ANNUAL COSTS**
Stationery & Consumables	Will include all stationery items, printing stationery, consumables, cartridges, toners, CDs/DVDs, etc.	100000	1200000
Telephone Costs	Telephone bills	100000	1200000
Internet Connectivity	Internet connectivity charges	20000	240000
Connectivity for SATCOM/Video Conferencing	Charges for connectivity through SATCOM/Video conferencing		
Production & Reproduction	Printing, Binding, developing/reproducing documents/ materials/ CDs/ DVDs/ films, etc.	100000	1200000
Vehicle Hire — Director	1 AC car hired for use of Director	30000	108000
Vehicle Hire — CEO	1 AC car hired for use of CEO	30000	
Vehicle Hire — Other Staff	1 A/C car for use of other senior staff	30000	
Housekeeping Contract	Contract for complete housekeeping function for the entire premises to be outsourced to professional agency. Includes periodic washing of curtains, tapestry, furnishing items, etc.	60000	720000
Laundry	Contract for laundry of routine room linen of hostel outsourced to a professional agency	20000	240000
Library Subscriptions	Daily newspapers and relevant magazines	10000	120000
Postage & courier	Self explanatory	40000	480000
Kitchen utensils & crockery replacement	Covers expense towards repair, replacement and additional need based procurement of kitchen items, equipments, articles, crockery, dining sets, utensils, etc. as and when required	10000	120000
Meeting Costs	Costs towards refreshments for meetings	40000	480000
Hospitality	Includes costs towards hospitality offered to guests, visitors, consultants, external faculties, etc.	25000	300000
Rental of cable connectivity for TV	Self explanatory	1500	18000
Video conferencing Lease Line Rental			400000
TOTAL FIXED RECURRING COSTS		**766500**	**9644450**

FIXED RECURRING COSTS [1]			
HEAD	**DESCRIPTION**	**MONTHLY COSTS**	**ANNUAL COSTS**
1 = This only includes costs incurred for PRIT management excluding activity costs. Any activity like training or research to be conducted by the State PRIT will incur additional costs over and above this budget. This will have to be budgeted separately according to annual plans of activities & corresponding budgets.			

b. HR COSTS

The following table provides the estimated costs of HR for the envisaged PRIT team. The remuneration for the PRIT has been fixed based upon existing market rates for the positions, the roles and responsibilities and in view of attracting the best possible talent to the institute. It has been envisaged that the PRIT team members would be contractually appointed, especially the senior level positions, so as to allow the PRIT to function autonomously with the best possible talent available and so that the team members are not subject to government rules and regulations of transfer. The work of the PRIT requires that the team members remain for a long term, particularly the leadership positions of Director& CEO so as to ensure strong sustained motivated leadership.

Table 13: HR Costs for PRIT

HUMAN RESOURCES				
POSITION	**UNITS**	**TYPE OF APPOINTMENT**	**MONTHLY REMUNERATION PER PERSON**	**ANNUAL COST**
Director (PRIT)	1	Full time government appointment/ Contractual Appointment	100000	1200000
Chief Executive Officer (PRIT)	1	Contractual Appointment	80000	9600000
Team Leader (CB&T Design & Development)	1	Contractual appointment	50000	600000
Team Leader (Training Delivery)	1	Contractual appointment	50000	600000
Manager (CB&T Strategies Development)	1	Contractual appointment	40000	240000
Manager (Training Development)	1	Contractual appointment	40000	480000
Regional Training Coordinator	4	Contractual appointment	30000	1440000
Training Faculty	3	Contractual appointment	35000	1260000

HUMAN RESOURCES				
POSITION	**UNITS**	**TYPE OF APPOINTMENT**	**MONTHLY REMUNERATION PER PERSON**	**ANNUAL COST**
Officer (Documentation)	2	Contractual appointment	25000	600000
Overall Administrative Officer	1	Contractual appointment	30000	360000
Officer (Establishment & Maintenance)	1	Contractual appointment	25000	300000
Officer (Accounts)	1	Contractual appointment	25000	300000
Officer (HR)	1	Contractual appointment	25000	300000
Officer (Procurement)	1	Contractual appointment	25000	300000
Officer (Contracts & Outsourcing)	1	Contractual appointment	25000	300000
Officer (M & E)	1	Contractual appointment	25000	300000
MIS Coordinator	2	Contractual appointment	20000	480000
District CB&T Officer	72	Contractual appointment	20000	17280000
Assistant CB&T Officer	111	Contractual appointment	12000	15984000
Accounts Assistant	3	Contractual appointment	12000	432000
Computer Operator cum Clerk	2	Contractual appointment	10000	240000
Receptionist cum Telephone Operator	1	Contractual appointment	10000	120000
Peon	5	Contractual appointment	6000	360000
Hostel Rector	1	Contractual appointment	20000	240000
Hostel Attendants	6	Contractual appointment	8000	576000
TOTAL REMUNERATION			**748000**	**53892000**

16. FINANCIALS OF PRIT

The financial stability of the institute is essential for carrying out sustained and effective PRI CB&T activities. The state receives budget for CB&T from BRGF, RGSY and the State Finance Commission (where presently Rs. 24 crores have been allocated and lie unspent). The RGSY scheme is demand driven and for the present year, Rs.24 crores has been allocated to the state. The Backward Region Grant Fund currently provides Rs. 1 crore per district for Capacity Building. As explained before, training and capacity building are not synonymous. This fund can be utilized by PRD for building CB&T infrastructure such as training halls as well. This entitlement, even if completely utilized for training alone is highly insufficient for training as it is received for only for 34 of the BRGF Districts. Annexure 6 provides the list of BRGF & RGSY districts in the state.

As per BRGF the cost norms for training of PRI ERs have been provided as follows:

S. No.	Level	Cost Norms (Rs. Per person per day)
1	Zilla Panchayat	1250
2	Kshetra Panchayat	750
3	Gram Panchayat	350

The training budget requirement comes to a total of Rs. 398,85,44,700in the first year and Rs. 117,60,03,800 every year for the remaining 4 years as shown in the table below. Out of these funds, the PRD also has allocated 2 % for M&E of training programs, which is a good practice and should be continued by selecting an exclusive agency for M&E.

Table 14: Requisite Training Budget as per BRGF Norms

Level	Load	Cost per Person	Total Budget
FOUNDATION COURSE			
GP	6,90,377	350	96,65,27,800
KP	65,362	750	19,60,86,000
ZP	2,678	1,250	1,33,90,000
	7,58,417	**2,350**	**1,17,60,03,800**
BASIC FUNCTIONAL			
GP	288	350	4,03,200
KP	3,284	750	98,52,000
ZP	2,07,656	1,250	1,03,82,80,000
	2,11,228	**2,350**	**1,04,85,35,200**
SECTORALLY FOCUSSED			
GP	6,90,377	350	1,44,97,91,700
KP	65,362	750	29,41,29,000
ZP	2,678	1,250	2,00,85,000
	7,58,417	**2,350**	**1,76,40,05,700**
TRAINING OF TRAINERS			
State	5,747	1,250	43,10,25,000
TOTAL FOR FIRST YEAR			4,41,95,69,700
REFRESHER COURSE FOR REMAINING FOUR YEARS			
GP	6,90,377	350	3,86,61,11,200
KP	65,362	750	78,43,44,000
ZP	2,678	1,250	5,35,60,000
	7,58,417	**2,350**	**4,70,40,15,200**

What needs to be highlighted is the shortfall between available funds and the actual training budget requirement. The following table shows the gap, even if the entire Capacity building component under BRGF were to be utilized for training alone:

Table 15: Shortfall in Training Budget

Parameter	Year 1	Year 2	Year 3	Year 4	Year 5
Training days per person	10	4	4	4	4
Training Load	7,58,417	7,58,417	7,58,417	7,58,417	7,58,417
Training Budget as per Norms	3988544700	1176003800	1176003800	1176003800	1176003800
Actual Training Budget under BRGF	340000000	340000000	340000000	340000000	340000000
Training Budget under RGSY	240000000	240000000	240000000	240000000	240000000
State Finance Commission	240000000	-	-	-	-
Total Budget at present	820000000	580000000	580000000	580000000	580000000
Shortfall	3168544700	596003800	596003800	596003800	596003800
PRIT Management Recurring Costs	80672450	80672450	80672450	80672450	80672450
Management Cost Retention (5%)	199427235	58800190	58800190	58800190	58800190

Also, the BRGF funds don't take into account the difference in the training workload in the first year and remaining years as per NCBF as well as the high workload in the state, which being the largest has the highest workload in the country. Thus a shortfall of about Rs. 317 crores exists in the first year and nearly Rs. 60 crores for every year in the remainder of the term. Thus BRGF entitlement falls severely short of the actual requirement of the state as well as the requirement as per BRGF norms.

Existing resource envelopes in the state have to be identified and they have to be pooled in to create a state level CB&T fund that will cater to the massive needs of the state. This will require initiative from Secretaries/chief secretaries of the state departments to converge and work in co-ordination with one another.

b. <u>FINANCIAL INDEPENDENCE</u>

In order that the PRIT may be fully financially independent, the following two options are available:

i. **Fully government funded** – The PRIT may be an institution that runs on government funds completely. The funding will be ensured once proposals submitted and approved. The downside of this is being constantly dependent on the government for funding which if not received on time can hamper the various PRI CB&T initiatives.

ii. **Income generation sources** – Financial independence is very important for an institution to maintain its autonomy and function effectively and efficiently. The PRIT in order to maintain its financial independence can generate income on its own through various activities. The bye laws of the society for PRIT have to formulated in a manner that allow it to generate income through activities, not limited to the list below, that work towards fulfilling PRIT's objectives and goals.

iii. **Recommendation – This report suggests that the government for the first year should fund the PRIT, till the institution has established itself and begun acquiring income from various consultancy services apart from PRI CB&T budget.**

It is also suggested that a certain percentage (around 5%) of the CB&T budget that comes to the institution from the central and state governments should be retained for recovery of institutional management costs. This percentage needs to be decided in consultation with the concerned department. The table below shows what the management cost percentage amounts to in the present training budget as per BRGF norms.

Table 16: PRIT Management Costs (5%) from Training Budget

Level	Load	Cost per Person	Total Budget	Management Cost (5%)
FOUNDATION COURSE				
GP	6,90,377	350	96,65,27,800	4,83,26,390
KP	65,362	750	19,60,86,000	98,04,300
ZP	2,678	1,250	1,33,90,000	6,69,500
	7,58,417	**2,350**	**1,17,60,03,800**	**5,88,00,190**
BASIC FUNCTIONAL				
GP	288	350	4,03,200	20,160
KP	3,284	750	98,52,000	4,92,600
ZP	2,07,656	1,250	1,03,82,80,000	5,19,14,000
	2,11,228	**2,350**	**1,04,85,35,200**	**5,24,26,760**
SECTORALLY FOCUSSED				
GP	6,90,377	350	1,44,97,91,700	7,24,89,585
KP	65,362	750	29,41,29,000	1,47,06,450
ZP	2,678	1,250	2,00,85,000	10,04,250
	7,58,417	**2,350**	**1,76,40,05,700**	**8,82,00,285**
TRAINING OF TRAINERS				

Level	Load	Cost per Person	Total Budget	Management Cost (5%)
State	5,747	1,250	43,10,25,000	2,15,51,250
TOTAL FOR FIRST YEAR				**22,09,78,485**
REFRESHER COURSE FOR REMAINING FOUR YEARS				
Level	Load	Cost per Person	Total Budget	Management Cost (5%)
GP	6,90,377	350	3,86,61,11,200	19,33,05,560
KP	65,362	750	78,43,44,000	3,92,17,200
ZP	2,678	1,250	5,35,60,000	26,78,000
	7,58,417	**2,350**	**4,70,40,15,200**	**23,52,00,760**

17. SYSTEMS FOR PRIT

Systems are standardized ways/methods/procedures/protocols/guidelines of doing repetitive tasks. Systems capacity is the capacity of the PRI CB&T sector due to systems.

The system requirements of PRIT are different than that of a typical government department. As a technical body PRIT needs significant frameworks/protocols/guides and varied databases to direct a host of PRI CB&T efforts over time and make them comparable apart from administrative systems. Even administration system of PRIT may be more corporatized to ensure meritocracy and result orientedness. This point is important to ensure result oriented climate, decentralized decision making and collegial climate necessary for a Capacity Building Institute like PRIT.

All required systems, need to be specified and developed with full-fledged systems/operating manuals to guide all concerned designation holders in their work/tasks. We are outlining the key technical systems/frameworks, which would need further detailing.

Table 17: Indicative List of Systems for PRIT

S. NO.	SYSTEMS	NEED FOR THE SYSTEM	KEY CONTENTS OF SYSTEM MANUAL/PROTOCOL/ GUIDELINE
1	TRAINING NEED ASSESSMENT	Training is an invasive tool of human development. Like brain surgery the training intervention has to be precise. While some areas of one's own ignorance may be known by ERs, some may not be known. The Training needs thus needs to be identified based on field study as well as detailed duty/task list (State PR Act and Rules and Regulations) and deducing Knowledge/Skills/Attitudes (KSA)	• Definition of training, capacity development, individual and institutional capacities • KSA mix derivation methodology for all categories of stakeholders based on duty/function lists • Field research protocol with types of data, sampling design guidelines, tools for qualitative and quantitative data collection • Ethical guidelines for conducting research

		needed to carry out the tasks. A precise protocol for TNA will make training sharper and effective with proper KSA mix.	• Research team requirements
2	TRAINING MODULE DESIGN	A training module needs to be scientifically designed based on adult learning principles with adequate experiential learning aids, guides for trainers, reference materials for participants, basic audio visual aids etc. along with evaluation method.	• Principles of module design (entry behavior, exit behavior, KSA mix) • Pre and post test guidelines • Developing learning points and sub learning points • Deciding depth and width of coverage of all learning points • Attaching time span to learning points • Developing methodology mix (structured class room sessions, experiential learning tools- games, role plays, films, case studies, experience sharing sessions, panel discussions, exposure visits etc.) • Deciding training environment (physical, training equipments etc.) • Developing learning aids and handouts, identifying reference materials/resources • Identifying trainers /facilitators qualities • Developing trainers manual • Developing participants manual
3	TRAINING DOCUMENTATION, EVALUATION AND REPORTING	We cannot manage what we do not measure. With increased numbers of training as planned for 100% qualitative and quantitative coverage (as per NCBF) of PRI: • Sound system of documentation/reporting to ensure propriety in a public domain project) • Evaluation to make training interventions more effective with real time feedback in design	• Developing and selecting outcome indicators • Developing pre and post tests • Process evaluation guidelines and protocol • Participants evaluation protocol • Trainers evaluation protocol • Training reporting protocol

4	ON THE JOB TRAINING INTERVENTIONS	On the job training is different from structured immersion training. The interventions are more dynamic and skill based and occurs in work situations. The role of external resource is that of facilitator/mentor rather than that of trainer.	• Roles of mentor and facilitator • Types of interventions • Timings and duration of interventions • Reporting guidelines
6	EXPOSURE VISITS REPORTING AND EVALUATION	Adults learn based on experiences rather than dry knowledge inputs in structured classroom situation. A demonstration, experiences sharing during exposure visits make training intervention much more effective.	• Identifying criteria for exposure visits/beacon Panchayats/work sites • Identification of learning points • Group compositions for exposure visit • Timings for exposure visits and duration • Planned interactions during exposure visits • Participants evaluation • Facilitators evaluations • Feedback from ERs of the beacon Panchayats
7	MENTORS IDENTIFICATION, SELECTION, TRAINING AND EVALUATION SYSTEM	The state will need mentors/facilitators for training interventions like On the Job training, exposure visits etc. This is a different skill set then that of a trainer. The state will need to develop a cadre of mentors and identify, select, develop and monitor mentors like trainers.	• Qualities of mentor/facilitator • Group dynamics theories and frameworks • Roles of mentors • Types of interventions by mentors/facilitators • Ethical guidelines for mentoring • Mentors evaluation guidelines
8	CONVERGENCE GUIDELINES	Convergence is contributory partnership formation for mutual gains. The PRI CB&T will need Civil society resources, local infrastructure for training. These form the minimum focus of convergence. At a broader level the integration of training plans, training budgets also can be planned with consent higher returns to the state PRD.	• Convergence potential at policy, strategy, programme, sharing of resources, pooled funding levels • Frameworks for convergence with identified line departments (NRHM, Sakshar Bharat Mission, Disaster mitigation, E-Governance, other relevant projects etc.) • Coordination and communication arrangements (structures and systems) for convergence

9	RESEARCH MANAGEMENT SYSTEM	Research as a forward-looking component ushers in envisioned future at an accelerated pace and makes ongoing PRI CB&T more effective. A broad research strategy is developed for the state, which may be detailed out further and fine-tuned. The strategy will require systems/protocols for implementation.	- Research framework for PRI CB&T in the state - Integrating action research in to on-going PRI CB&T interventions - Guidelines for qualitative research - Guidelines for quantitative research - Ethical guidelines for research
10	OPERATIONAL PLANNING/ MICRO PLANNING FOR TRAINING	The state needs to develop a tailor made application software for optimizing need based and resources based planning for micro planning as well as to save time in planning and re-planning.	The application software should take as inputs Body Incorporate wise (GP/KP/ZP) ERs at various levels, with functional literacy data, gender etc. and estimate numbers of batches (based on NCBF time limits of trainings, optimal batch size, yearly calendar with list of holidays/Sundays etc.) and allocate training, estimate numbers of trainers required etc.
11	DATA BASE MANAGEMENT SYSTEM	Usage of appropriate information will make PRI CB&T sharper and result oriented. PRD needs to create a sound data base management system.	- The data base may include: - Master data for ERs- name, address, position, gender, education etc. - Master data for trainers/mentors- name, address, education, training conducted, assessments - Master data for implementing/partner CSOs- name, address, officials, type of intervention contracted for, contract performance etc. - Training data base- Calendar, coverage, place etc. - PRD/PRIT database- administration, faculty, HR, etc - Research database - Experiential tools inventory

			database o Training modules, manuals o Training reporting, documentation and evaluation database
12	MANAGEMENT INFORMATION SYSTEM	PRI CB&T requires a well designed overall MIS for various interventions envisaged under the proposed strategies and package of services.	The MIS should lay down field record keeping system, reporting system and the MIS should be IT driven to enable need based retrieval and macro analysis.
13	PROCUREMENT SYSTEM	Procurement in a government set up is sensitive and time-consuming task often incurring delays. It is suggested that the reference guide for outsourcing developed by MoPR may be approved by the state law department with due modifications and the same may be used by PRIT/PRD to outsource, alleviating the need for getting each contract vetted by the state law department.	• Procedures for single source bidding, selective bidding, open competitive bidding • Evaluation criteria for Expression of Interest, technical proposals, financial proposals, marking system etc. • Bidding formats and instructions • Bid documents preparation • Bid meeting conduction etc.
14	CONTRACT MANAGEMENT SYSTEM	PRI CB&T will require working with civil society organizations. Varied partnerships, PPP, varied types of contracts may be menu of options required. Fair contracting practices and systems will be needed to ensure adequate resources as needed. The PRIT/PRD may develop this and get it approved by the law department.	• Types of contracts (lump sum, at actual, varying price/quantity, call down contracts, retainerships etc.) • Payment terms- milestone based, time based, mixed • Standard conditions of contracts • General conditions of contracts
15	ACCOUNTING SYSTEM	PRIT will require strong and transparent recording of the financial transactions that take place as there will be high fund flow between the PRIT and the various implementation partners as outsourcing would be a major way of working for the huge workload in the state. PRIT should develop the system and	• Accrual & Double Book Keeping System • Reimbursement procedures/systems of staff and for implementation partners • Petty cash management on day to day basis

		get it approved in the Finance Department.	
16	HR SYSTEM	PRIT will require a strong HR system to manage the team and staff working within it to ensure high quality performance in timely manner. Various standard operating procedures will have to be developed to ensure that protocols are followed.	• System of Recruitment (open market & outsourcing) • Assessment systems to hire new personnel – senior, middle and lower positions • Salary set at par with market rate • Regular Performance Appraisals – internal & external, 360 degree feedback appraisal, etc • Increment systems based on the performance appraisal • Setting of annual individual learning targets to keep developing competency in spirit with their own CB&T efforts • Monitoring of individual learning targets • Grievance redressal systems • Developing various HR policies for the institution such as sexual harassment policy & systems/committees to deal with such issues

ANNEXURE 1: TERMS OF REFERENCE

TERMS OF REFERENCE- DELIVERABLES

A.   Deliverables

1. Situation Analysis Report
2. Draft Detailed Project Report
3. Final Detailed Project Report

B.   Approach

The broad Approach is comprised of consultative framework ensuring transparency and real time feedback of the DPR in to the state PRD. The overall approach and methodology below has been reproduced from the technical proposal submitted by the Agency, however this will be suitably modified as required and in context of the following:

1. CA CDS report recently submitted
2. Passage of almost 11 months since the proposal was submitted and fresh developments in this period
3. Construction work of the proposed PRIT already being undertaken and a large proportion completed.
4. Emerging realities and priorities

C.   Methodology and Scope of work.

I.   To prepare a comprehensive Detailed Project Report for the proposed PRIT under the ownership of DoPR-GoUP. This will entail:
   a.   To carry out a Situation Analysis of current scenario of PRI CB&T (Capacity Building and Training). The sub tasks here will include”
   b.   To carry out desk research and collect and compile all relevant secondary data/information with the help of the state PRD. The information hare may comprise
      *   Planning and programme relevant- Yearly programme plan, budget, annual reports, status of Panchayat reports of last two years, BRGF district status, quantitative information on ERs and PRI (all three tiers and their geographical distribution)
      *   PRI CB&T relevant- Overall quantum and targets, plans and actual coverage category of stakeholder wise, targets for 100% coverage and as per NCBF guidelines
      *   Acts and Statutes relevant- State PR Act, State PR Rules and Regulations, constitution of all relevant CB&T institutions (including Charter, mandates, aims and objectives, delegated authorities etc.)
      *   Systems – Planning, coordination, outsourcing, M&E, MIS, extent of planned/actual usage of ICT/IT tools in PRD and PRI CB&T

- Developmental partners projects- Relevant details of any special projects aimed at rural populations with potential of intersecting with PRI CB&T
- PRI CB&T institutes relevant- Annual plans and reports of last two years, training calendars, coverage-planned and actual data, types of programmes conducted and target groups covered, infrastructure availability with the institutes (HR, Physical (training facilities, hostel facilities, geographical spread in terms of ETCs and outreach capacities etc.), IT/ICT related, systems utilized and status, involvement of civil society actors and network strengths comprising CSOs/NGOs and trainers, yearly budgets etc.

Methodology
We will here carry out desk research as available on the World Wide Web. We also will develop formats of the data to be compiled and request the state PRD department to keep it ready prior to the field research phase.

c. To estimate the work quantum in terms of category wise stakeholders of PR for CB&T and geographical dispersion based on secondary data available with the state PRD.

Methodology

We will here identify types of stakeholders of PRI CB&T. These will include ER, PRD functionaries, other line departments functionaries, CSOs, trainers/mentors etc.
We will develop the concept of core content as per NCBF and in consultation with the state PRD and estimate the training needs in each thematic area for each category of functionary in terms of thematic coverage and numbers of days in a year.
We will define the work quantum for CB&T in terms of numbers of training, batches, need for trainers, need for CSOs etc. based on above estimates.

d. To enlist current institutes under the state government and of autonomous nature providing/having potential of providing PRI CB&T with the help of team members of PRD.

Methodology
We will identify all major institutions providing CB&T in the state. These may be government institutions or autonomous. This may include SIRD, State branch if any of NIRD, UPAAM and training institutes of the concerned line departments (health, SSA, Disaster Mitigation etc.)
We will develop a questionnaire for all the relevant institutions for compiling relevant information. We will get the same circulated through the state PRD with request for timely returning of the filled questionnaires.

e. To enlist resources for PRI CB&T in terms of CSOs/NGOs, Trainers/mentors, presence of other developmental partners and their initiatives related to PRI CB&T/rural CB&T.

Methodology

We will identify key stakeholders and major opinion leaders (trainers, mentors, CSOs/NGOs etc.) involved with PRI CB&T and with PRI in consultation with the state PRD.
We will also interact with ongoing/planned developmental projects/partners with significant component of CB&T in rural/PRI areas.

f. <u>To carry out consultation including large group works (workshops), small group works (group meetings, focus group discussions etc. based on checklists) and get qualitative information and build knowledge about various stakeholders perceptions.</u>

<u>Methodology</u>
Preparation of DPR requires qualitative and quantitative data as well as primary and secondary data. The basic types of data to be collected and methods we will deploy is depicted in the following table.

	NATURE	COLLECTION METHOD
PRIMARY DATA	Available in documented form at various places	Questionnaires Formats of forms/tables Published reports/plans/budgets /training calendars/articles/research documents/evaluation documents etc.
QUALITATIVE DATA	Comprises opinions experiences, learning, perceptions etc. of stakeholders	Interviews- open ended, check list based, Small Group works- Group discussions, focus group discussions, panel discussions, brainstorming; etc. Large Group works- workshops, open space approaches etc. Observations- Field visits

Though there is no fixed sample size in DPR preparation our estimates for qualitative information are provided in the following table.

METHOD OF DATA COLLECTION	PERSON/AGENCY CONCERNED	TENETIVE TIME REQURIED
INTERVIEWS- Open ended or checklist based	PRD- PS, SS, Director –BRGF, other concerned officials Rural Department- PS-RD, other concerned officials SIRD- Director general/ Director, relevant team members IT/E-Governance- Relevant officials SSA/Education department-Relevant	½ hour-45 minutes each interview

METHOD OF DATA COLLECTION	PERSON/AGENCY CONCERNED	TENETIVE TIME REQURIED
	officials SC/SC department/training institutes-relevant officials SATCOM facilities personnel NIRD relevant officials (May be telephonic interviews) MOPR relevant officials (May be telephonic interviews)	
SMALL GROUP WORKS-Focus Group Discussions, Group Discussions	Elected Representatives Trainers SPAs/CSOs/NGOs	Each consultation may have 10-15 opinion leaders invited as per the state PRD and may last for 2 hours.
FIELD VISITS	Panchayat members of model Gram Panchayats (2-3) Ongoing training if any (1-2) SIRD and 1-2 District Training institutes State SATCOM facilities	½ hour each meeting in small groups or individual as per field realities

The thematic areas for consultation focus may include:
- Design and development of current CB&T modules for PRI
- Key issues and challenges in training access, internalization and implementation
- Role of the nodal PRIT institute and current role played
- Role and involvement of civil society organization
- Experiences, learning of ER and training participants, trainers etc.
- Training systems including design, experiential learning tools, M& E systems, planning and micro planning etc.
- Key challenges in high quality 100% coverage of PRI CB&T
- Extent of usage of ICT tools in PRI CB&T delivery
- Key strengths and areas for strengthening of current PRI CB&T institutes including HR, Physical infrastructure, systems, networking and resources

g. <u>To compile all this in to current status report detailing issues, concerns, challenges, opportunities and tentative framework for the proposed PRIT and key decisions to be decided by the state PRD.</u>

<u>Methodology</u>

We will compile all relevant information in to coherent manner for analysis and further development. The analysis will comprise triangulation of viewpoints of various stakeholders, secondary data and experiences/ learning/best practices with provenance in India and in the world.

h. To define Package of Services for the proposed PRIT and scale of works. This will comprise categories of stakeholders to be covered, quantum, Service mix and canvass (may include on need based basis Training, Research, Developmental Communication, Exposure visit programme, Role models development programme etc.)

Methodology

Classically the main functions of SIRD/PRIT have been understood as training and capacity building and research. Our experience in other states suggests that Capacity Development is a holistic exercise requiring multipronged approach comprising IEC/BCC programme, CSO and trainers development programme, Extension training ("In –Situ" work training) programme, model Panchayat development programme etc. apart from classical services of training and research.

We will identify in the Situation Analysis a comprehensive package of Services (PoS) to be delivered by PRIT. The Package of services will determine institutional structure, systems and resources needed by the proposed PRIT.

i. To Develop mandate, aims and objectives and broad constitutional framework for the proposed PRIT.

Methodology

We will define and develop optimal roles of the proposed PRIT as nodal/catalytic agent, manager, implementer, knowledge manager, external resources manager, expert etc. based on the realities of the state and the PoS developed as above.

We will also develop here the aims/objectives, mission and vision for the proposed PRIT. This may be developed in consultative manner in a state level workshop as practical.

The proposed PRIT need to be a legal entity as adequate functional autonomy is needed. The appropriate legal entity may be Society, Public Private Partnership or as a independent unit of an existing institution. Each option has its own pros and cons and we will outline alternatives and finalize one in consultation with the state PRD.

Broad constitutional framework will comprise:

- Nature of governance and oversight management
- Principles of functional autonomy and management control

- Key provisions for creating collegial environment for a CB&T institute

j. <u>To develop institutional structure. This will include composition of the board of governance, management board, advisory board, management team, implementation team, TOR of the key positions, Jobs specifications and descriptions, methods of selection and recruitments, operational authorities at all levels etc.</u>

<u>Methodology</u>

The overall institutional structure of the proposed PRIT is visualized to include:

- <u>Super structure</u>- Structure above the PRIT, which will be responsible for governance and oversight management function.
- <u>Management structure of PRIT</u>- Top management and Senior management structure of the proposed PRIT
- <u>Operational structure</u>- Comprising departments/sections and ETC (numbers, locations, staffing etc.)
- <u>Infrastructure</u>- Includes civil society structure comprising CSOs/NGOs and trainers/master trainers/mentors/researchers/M & E professionals etc.
- <u>User Structure-</u> Comprising ER and functional officials supporting PRIs

We will here outline:

- Organizational structure with reporting relationships, designations
- Job descriptions of designation holders including key responsibility areas, indicative tasks, reporting relationships, authorities delegated etc.
- Job specifications including academic qualifications, experience, and other job specifications
- Recruitment process- Selection and recruitment processes
- Indicative remuneration structure- prevailing on market conditions and comparative UG scale in a similar institutes etc.
- Typical arrangements of advisory boards, task forces, interdepartmental teams etc. for smooth functioning of the institute
- Estimated Human Resource required based on heuristic estimation
- Network structure requirements in terms of trainers/mentors, CSOs/NGOs, researchers, M&E monitors etc. for 100% coverage of PRI CB&T as per NCBF and the state plan
- ETC-numbers, tentative locations based on workload distribution, HR team, physical infrastructure, IT infrastructure and connectivity, cost estimates etc.

The state will facilitate here by providing unit costs of all items (SOR for building, DGS&D rates for equipments/furniture's etc.)

k. <u>To develop specifications of all key/major systems. This will comprise systems like HR, Finance and accounting, training and capacity building, M&E, outsourcing etc.</u>

Methodology

PRIT is visualized as a system driven institution with institutionalized work practices. Several key systems will be required for optimal management within PRIT. These may comprise:

- Internal systems- Accounts, finance, administration, HR management etc.
- External resources management systems- Contract management, outsourcing management and procurement management, project management etc.
- Technical systems- Micro planning, Training design and development, Development of experiential learning tools etc.
- M&E - MIS, Documentation, Monitoring, Evaluation, communication and coordination etc.

We will identify all key systems and develop their outlines/key specifications.

l. To estimate infrastructure requirements of the proposed PRIT based on planned workload including:

- Physical- training rooms, mess, extra curricula activities rooms, computer labs, library/resource centers, hostel facilities
- Numbers of ETCs and their tentative geographical locations and infrastructure estimates of ETCs
- IT/IT enabled/ICT- hardware, technology, software, connectivity including video conferencing facilities etc.
- HR- Management team, operational teams, teams for ETCs, support team estimates
- Extracurricular activities infrastructure etc.

Methodology

We will estimate the infrastructure requirements in terms of land, building, furniture and fixtures, equipments, IT/ICT infrastructure and connectivity etc. for each ETC as well as for PRIT and at overall level.

We will estimate numbers of ETCs based on workload of ER CB&T in districts. We will tentatively identify locations of ETCs at district levels based on geographical spread and connectivity.

We will estimate tentative quantities and develop specifications as expected from standards of the state PRD, standards adopted by other similar institutions, standards available in corporate sector.

m. To estimate the tentative costs broadly and indicate likely sources of funds. The costs here will include:

- Capital investments- Building, infrastructure, IT etc.

- Recurring costs- in terms of HR costs, institute running expenses
- Costs of providing package of Services. These will include:
  i. Training related costs- including DA/TA of participants as per existing rules of the State PRD, Trainers honorarium, training kit costs etc.
  ii. Research costs
  iii. TOTs costs
  iv. Other services costs as per the needs including IEC/BCC costs, model programme on Role
  v. Model developments, Extension training costs etc.
  vi. To identify likely sources of funds including Central Government, State government and developmental partners' funds etc.

Methodology

We will estimate the unit rates per quantity of all items as per prevailing standards of the state government. This will comprise:

- <u>Construction, Building</u>-Schedule of rates for construction of PRIT and ETC per square foot from the state PWD department
- <u>Equipments, furniture and fixtures</u>-DGS&D rates for furniture and fixtures and equipments
- <u>Market rates-</u> Prevailing market rates for items not available in both of the above
- <u>Cost of services</u>-Unit rates for services/activities from schemes like BRGF,SGRY and any other relevant schemes laying out standards for CB&T
- <u>Recurring costs-</u> Costs including remuneration of people at all level, PRIT and ETC office costs, maintenance etc. will be estimated based on prevailing market rates and rates offered by the state PRD for similar designations. It may be noted here that at times there is significant differences among the two rates (market and Government) and we will estimate the costs here based on feasibility of attracting and retaining good quality professionals. We will estimate the costs here in consultation with the state PRD officials.

We will indicate likely sources of funds here. The funding sourcing possible includes Central government, state government, developmental partners or private sector. We will need active involvement of the state PRD officials here to identify and estimate the likely sources of funds from each practically possible source as per prevailing policy of the state government.

II <u>To carry out preliminary identification of possibilities of housing, if any, of the proposed PRIT in any of the shortlisted existing institutions. This will include broad based analysis of existing mandates and constitutional analysis of the shortlisted existing institutions, current workload and staffing, functional authority and possibilities and pros and cons of housing the proposed PRIT in all shortlisted institutions</u>

Methodology

Housing decision is one of the key decision comprising two basic alternatives of housing proposed PRIT in any suitable existing CB&T institute or creating a new PRIT housed in its own

constitution and infrastructure. Both the alternatives have pros and cons and we will have to envision which are more relevant in reality. Some of the issues to be analyzed here go beyond the state PRD and may embrace the overall CB&T policy/strategy/convergence of the state if any existing.

We may need to confer here with relevant top management of other departments apart from the state PRD.

We will carry out preliminary analysis of shortlisted CB&T institutions based on predetermined parameters. The parameters include:

- Constitution, Rules and Regulations, mandates, objectives, mission and vision
- Infrastructure availability- physical, IT/ICT/HR
- Existing systems of working
- Networking with the civil society
- Synergies and benefits to both the existing CB&T institute and proposed PRIT due to housing
- Degree of functional independence available to the proposed PRIT in housing
  We will develop alternatives here for the consideration by the state.

III <u>To develop an implementation plan - The plan will detail out tasks, time spans, responsibilities etc.</u>

We will develop a broad based time bound implementation plan to implement the DPR and bring to life the proposed PRIT.

ANNEXURE 2: LIST OF PEOPLE MET

NO	DATE	NAME OF PERSON MET	DESIGNATION	ORGANIZATION
1	13/12/11	Shri Ram Rekha Pandey	Project Director	Backward Region Grant Fund- PRD
2	13/12/11	Shri O.P. Pandey	Joint Director	State Institute of Rural Development, UP
3	13/12/11	Shri M. K. Bhatt	Senior Resident Engineer	Uttar Pradesh Jal Nigam
4	14/12/11	Shri A. K. Singh	Director	Giri Institute of Development Studies
5	14/12/11	Shri Ashok Singh	Director	Sahbhagi Sikshan Kendra
6	14/12/11	Shri D. S. Srivastab	Special Secretary	Panchayati Raj Department
7	14/12/11	Shri Maurya	Special Secretary	Panchayati Raj Department
8	15/12/11	Shri Gaurav Misra	State Project Coordinator	UNDP-CDLG
9	15/12/11	Shri Abhishek Gupta	Technical Support Officer	UNDP-CDLG
10	15/12/11	Shri Bhawani Shankar	Technical Support Officer	UNDP-CDLG

ANNEXURE 3: NCBF CAPACITY BUILDING & TRAINING SPECIFICATIONS

	THEME	DESCRIPTION OF THE MANNER OF INTERACTION	AREA COVERED IN BRIEF	CATEGORY COVERED	DURATION	TIMELINE FOR COMPLETION
Part I	Building the right mindset for implementation of Panchayati Raj and learning basic functions	Course 1(a): Foundation Course	Overview of Panchayati Raj	Elected Panchayat Representatives: About 22 lakh Panchayati raj Officials: about 8 lakh	4 days	Within 20 Weeks of Election
		Course 1 (b): Basic Functional Course	Internal housekeeping, including understanding accounts, social audit, right to information, panchayat revenues	Elected leaders of panchayats at all levels and Chairpersons of standing Committees (5 Per panchayat): About 10 lakh Panchayati Raj Officials: About 5 lakh	4 days	Within 20 Weeks of Election (including Foundational Course, each Office bearer would undergo 8 days of Training)
		Course 1(c): Functional Literacy course	Give those Who need to An exposure To functional Literacy	Illiterate or semiliterate Elected Representatives (about 8 lakh people)	One month, Or as required, Preferably At the village Level itself	6 months
Part II	Basic skill building for planning and implementation	Course II (a): Sectorally focused training program	Coverage of core functions of Panchayats aimed at improving capacities to deliver services and development Programs	Elected Panchayat Representatives: about 22 lakh Officials associated with Panchayati Raj: about 8 lakh	At least 6 days (2 phases of 3 days each)	Within 40 weeks of election
		Course II (b):	Training in basic	At least 2 persons per	At least 6 days,	Within 52 weeks

	THEME	DESCRIPTION OF THE MANNER OF INTERACTION	AREA COVERED IN BRIEF	CATEGORY COVERED	DURATION	TIMELINE FOR COMPLETION
		Computer Training	computer skills and selected software for Panchayat level training	Panchayat: about 5 lakh	with local handholding from the resource centre	
Part III	Consolidation through interaction and networking	III (a): Gram Sabha level campaigns	Awareness creation	Gram Sabhas, NGOs, SHGs and CBOs	At least 3 days a week	Coverage of all Gram Panchayats at least once a year
		III (b): Panchayati Raj TV channel and radio programs		People at large	At least 3 days a week	All-India coverage
		III(c): Panchayati Raj Newsletter		Panchayati Raj members and individual subscribers	Once a month	All Panchayats
		III (d): Formation of networks of Panchayat elected representatives	Experience sharing	Elected Panchayat representatives: about 22 lakh		Within the first year after election
		III (e): Yearly Refresher course		Elected Panchayat representatives: about 22 lakh	At least 4 days	Once a year for remaining 4 years
		III (f): Visits to identified 'beacon' Panchayats	On the site training	At least 10 lakh elected leaders of Panchayats	At least one full day each, excluding travel	At least two exposure visits every year
		III (g): Intermediate Panchayat level	Daily assistance to support Panchayat-level planning and	Elected Panchayat representatives: about 22 lakh	Every working day	To commence by 20 weeks, when members have

	THEME	DESCRIPTION OF THE MANNER OF INTERACTION	AREA COVERED IN BRIEF	CATEGORY COVERED	DURATION	TIMELINE FOR COMPLETION
		Resource Centres	implementation			finished Part I training
		III (h): Helplines			16 hours a day, every working day	
		III (I): Certificate courses	More intensive and academic study	Interested stakeholders	6-month course	For about 100 persons per state

ANNEXURE 4: DETAILED TOR OF PRIT TEAM

NO	POSITION	JOB SPECIFICATIONS	REPORTING TO	REPORTED BY	KEY RESULT AREAS/ DELIVERABLES	JOB DESCRIPTION
1	Director (PRIT)	IAS Officer/ Professional with Doctorate/M. Phil in Social Sciences with 12-15 years of experience in Panchayati Raj/ Training & Development/ Rural Development	High Power Governance Committee And PS, PRD	Chief Executive Officer	• Effective implementation of NCBF in the state • Convergence with other departments for CB&T of PRI	• Overall in charge of PRIT • Provide regular report of CB&T activities to PS (PRD) • Report to MoPR as required • Dialogue with respective stakeholders (State level or National level) for policy/ program/ strategy level interventions/ modifications for strengthening CB&T in state • Chair regular internal performance review meetings, partners review meetings, state level consultations, dissemination workshops etc.
2	Chief Executive Officer – PRIT	**Educational Qualification:** Doctorate/ Masters degree in Social Sciences/ HRD **Experience:** Minimum 10-12 years of experience of Training & development with 5-8 years in senior position within organization	Director (PRIT)	• Team Leader (CB&T- Design & Development) • Team Leader (Training Delivery) • Overall Administrative Officer • M&E Officer	• State specific needs of CB&T of PRI functionaries addressed	• Day to day management of PRIT • Responsible for efficient delivery of CB&T for PRI in the state • Finalize plans & budgets for CB&T and present it to the PS (PRD) and get approvals & fund allocation • Identify possibilities for partnerships, linkages, convergence and liaison with departmental heads of related departments / institutions for convergence & linkages • Mobilize resources (funds & technical support) from MoPR as

NO	POSITION	JOB SPECIFICATIONS	REPORTING TO	REPORTED BY	KEY RESULT AREAS/ DELIVERABLES	JOB DESCRIPTION
						required • Identify & explore fund generation opportunities with donors • Coordinate with donors and oversee special projects for supporting PRI in the state • Team building & motivation of PRIT team • Organize for CB&T of PRD and PRIT teams
3	Team Leader (CB&T – Design & Development)	**Educational Qualification:** Doctorate/Masters degree in social sciences preferably in Human Resource Development/Social work **Experience:** Minimum 8-10years of experience in the field of Training & Development out of which 5 years in a senior managerial/administrative position especially in Training Needs	CEO (PRIT)	Manager (CB&T Strategies development) Manager (Training Development)	• CB&T Strategy Documents with budgets • CB&T Needs Assessment Reports • Database of service providers • Implementation of various strategies through partners • Development of training manuals in local language	• Develop detailed CB&T strategies for the state with apropos budgetary requirements • Implement CB&T Needs Assessment studies from time to time • Take lead with respective Strategy Managers for development & implementation of the strategies • Develop system of identification & selection of resource agencies/ individuals for partnering for development & implementation of CB&T Strategies • Facilitate development of Training Design for various training planned internally or through outsourcing • Facilitate development of Training Manuals & aids for various training

NO	POSITION	JOB SPECIFICATIONS	REPORTING TO	REPORTED BY	KEY RESULT AREAS/ DELIVERABLES	JOB DESCRIPTION
		Assessment, training design and Training strategies in developmental sector, preferably in rural areas			for all training planned • All system manuals developed	envisaged internally or through outsourcing • Develop systems for implementation of the CB&T strategies in the state • Monitor the progress of implementation & report regularly
5	Team Leader (Training Delivery)	**Educational Qualification:** Doctorate/Masters degree in social sciences preferably in Human Resource Development/Social work **Experience:** Minimum 8-10 years of experience as a trainer preferably in developmental sector **Knowledge:** Group process, adult learning, training aids, ICT tools	CEO (PRIT)	Training Faculty District CB&T Officer	• Annual Training Plan, Calendar & Budget • Resource people database • Training participant database • Reports of all training with evaluation • Resource People evaluation reports • Systems manuals	• Develop annual training plans, schedule & budgets • Develop & manage database of all envisaged training participants with their training needs, profiles and record of training attendance • Develop database of resource people • Ensure availability of resource people as per training schedule • Develop & implement systems for training scheduling, intimation, monitoring, documentation, etc. • Ensure documentation & training reports • Facilitate development of various aids for training • Develop training evaluation formats & carry out training evaluation • Ensure updating of training plans, manuals, aids & databases

NO	POSITION	JOB SPECIFICATIONS	REPORTING TO	REPORTED BY	KEY RESULT AREAS/ DELIVERABLES	JOB DESCRIPTION
						• Plan & utilize SATCOM & Video conferencing facilities as required • Develop system of resource people development, selection & training • Develop system of resource people periodic evaluation • Smooth operation of Resource Center • Smooth operation of SATCOM, Video Conferencing & Computer Lab facilities
6	Managers (CB&T Strategies Development)	**Educational Qualification:** Masters degree in social sciences preferably in Human Resource Development/Social work **Experience:** Minimum 7 years of experience in the field of Training & Development out of which 3 years at middle management position especially in Training	Team Leader (CB&T – Design & Development)		• Strategy developed in detail with implementation plan & budget • Identification of likely implementing partners • ToRs for implementing partners • Monitoring & progress reports • *Specific KRA /*	• Responsible for development & facilitate implementation of CB&T strategies • Develop a detailed implementation plan for the strategy • Estimate resource requirement for the implementation of the strategy, develop budgets • Identify resources (institutions & individuals) for implementation across state • Develop ToRs for outsourcing • Monitor implementing partners through regular review & planning meetings & progress reports • Field visits for supportive supervision & progress monitoring

NO	POSITION	JOB SPECIFICATIONS	REPORTING TO	REPORTED BY	KEY RESULT AREAS/ DELIVERABLES	JOB DESCRIPTION
		Needs Assessment, training design and Training strategies in developmental sector, preferably in rural areas			*deliverables related to respective area of expertise to be added*	• *Specific job description related to respective area of expertise to be added*
7	Training Faculty	**Educational Qualification:** Masters degree in social sciences preferably in Human Resource Development/Social work **Experience:** Minimum 7 years of experience as a trainer preferably in developmental sector **Knowledge:** Group process, adult learning, training aids, ICT tools	Team Leader (Training Delivery)		• Training plan & calendar • Database of resource people with expertise • Database of training participants • Training reports	• Coordination of all training conducted by PRIT in house or external • Ensure logistics arrangements for all training • Prepare training resource material and training aids including presentations, charts, etc. • Ensure all training processes including training intimation, resource people fixing, registration, lodging arrangements & plan, pre-post test, concurrent & training end evaluation, organize & facilitate evening & night activities, etc. • Carry documentation, report writing. • Organize & coordinate for photography, videography, certification, etc. • Provide relevant information on participant profiling to resource

NO	POSITION	JOB SPECIFICATIONS	REPORTING TO	REPORTED BY	KEY RESULT AREAS/ DELIVERABLES	JOB DESCRIPTION
						people prior to training • Record keeping of training conducted, participant attended, etc. • Coordinate with accounts for resource people honorarium & participants TA/DA payments as per eligibility • Take sessions as planned
10	Documentation Officer	**Educational Qualification:** Post graduate/Graduate preferably in social sciences **Experience:** Minimum 5-7 years of experience in documentation, administration, record keeping preferably in developmental sector **Skills:** Proficiency in MS Office, Proficiency in English, Hindi and the local language	Team Leader - Training Delivery		• Documentation system set up • Documentation of all training by PRIT • Documentation of good practices & initiatives • Publications & video documentation reproduced & disseminated	• Responsible for documentation of all activities related to CB&T strategies development & implementation and training delivery by PRIT • Set up system for documentation • Record keeping of all activities carried out by PRIT& reports • Carry out process documentation of various innovative approaches, first time initiatives, new approaches, etc. • Carry out documentation of good practices, case studies, etc. • Prepare video documentation of ongoing activities as well as good practices • Reproduction of documentation (publications & videos) helpful in

NO	POSITION	JOB SPECIFICATIONS	REPORTING TO	REPORTED BY	KEY RESULT AREAS/ DELIVERABLES	JOB DESCRIPTION
						learning & replication and ensure wide dissemination
12	Establishment Officer	**Educational Qualification:** Postgraduate in any discipline **Experience:** Minimum 5-7 years of experience in asset management, equipment maintenance	Overall Administrative Officer		• Safety of entire PRIT • Safe keeping of equipments • Maintenance contracts with efficient service providers of all services • Regular quality assessment of services • Database of service providers • Installation & efficient functioning of fire safety system • Training of all staff on fire safety & emergency	• Responsible for maintenance of entire PRIT premises • Identifying & contracting service providing agencies for various functions like housekeeping, electrical repair & maintenance, plumbing, civil works, security, equipment maintenance, catering • Set up a system of creating database of service providing agencies and selection process & criteria • Set up system of regular review of quality of services • Conduct reviews, spot checks, for quality of services, etc. • Annual budgeting for the services as mentioned above • Indenting for necessary equipments for the premises • Safe keeping of equipments when not in use • Fitting of necessary fire safety system and plan for emergency evacuation with sign boards all over the premises

NO	POSITION	JOB SPECIFICATIONS	REPORTING TO	REPORTED BY	KEY RESULT AREAS/ DELIVERABLES	JOB DESCRIPTION
					evacuation • Annual Budgeting for establishment & maintenance	• Training of PRIT personnel on fire safety & emergency evacuation • Ensure safety systems for the entire premises • Asset management, safe keeping, allocation as required and as eligibility, record maintenance
13	Accounts Officer	**Educational Qualification:** M. Com. (Accounts) **Experience:** Minimum 5-7 years of experience in accounting	Overall Administrative Officer	Accounts Assistants	• Accounting systems & procedures formulated & maintained regularly • Annual budget prepared • Monthly (or as required) statements of fund inflow & out flow prepared and shared with superior • Forecasting of fund requirements & proposed expenditure	• Maintain all accounts related to PRIT systematically • Prepare regular updates on fund flows, fund requirements and expenditure forecasting & expenditure incurring statements for Joint Director (Procurement, Administration & Accounts) • Manage petty cash • Maintain appropriate systems & procedures for imprest • Verifying all expenditure claims by internal team members as well as consultants and outsourced agencies • Make payments after due approvals & verifying adherence to procedures & eligibility according to contracts & achievement of deliverables • Prepare salary statements after verifying attendance & eligibilities

NO	POSITION	JOB SPECIFICATIONS	REPORTING TO	REPORTED BY	KEY RESULT AREAS/ DELIVERABLES	JOB DESCRIPTION
					for time spans as required (Next month/quarter/year) • All statutory liabilities paid & obligations fulfilled timely & accurately • Internal & external audit carried out timely • All records related to accounts maintained properly with evidences & supporting documents as required	and seek approval for release from concerned personnel • Prepare tax & other statutory liabilities statements and make payments after approvals • Prepare balance sheets for audit & tax return filing • Coordinate with CA for various statutory liabilities and returns for Income Tax, Service Tax, Professional Tax, etc. as applicable and provide all necessary data, documents & support for timely returns filing & payments • Preparing reconciliation statements • Maintain cash book and bank book • Maintain all account records, books, vouchers, etc. • Ensuring daily entries into computer account software • Carry periodic internal audit • Assist Joint Director (Procurement, Administration & Accounts) for preparing annual budgets or project budgets • Conduct training of entire team on accounting procedures & requirements as and when required

NO	POSITION	JOB SPECIFICATIONS	REPORTING TO	REPORTED BY	KEY RESULT AREAS/ DELIVERABLES	JOB DESCRIPTION
14	HR Officer	**Educational Qualification:** Masters in HR Management **Experience:** Minimum 5-7 years of experience in managing HR function & administration, particularly in a large team set up	Overall Administrative Officer		• All HR & administration systems & procedures formulated, documented and followed properly • All personnel files maintained, updated regularly • Performance appraisals conducted timely & records maintained • Issue of appointment letters, notices, contracts, etc. • Code of conduct, ethics and discipline	• Formulate all HR & administration systems and prepare manuals for the same and also upload it to the website for public viewing • Maintaining personnel files, CRs, contracts, plan & organize performance appraisal, etc. • Ensure adequate insurance coverage for all HR as eligibility • Develop complete HR selection system with all procedures clearly laid out and also carry out as required, including job specifications, job description, remuneration fixing, inviting applications, short listing, organizing interviews, candidate evaluation criteria, credential & reference checks, interview panel formation & invitation, candidate selection, issue of appointment letter and contracts, record maintenance, signed evaluation sheets, all relevant records & evidences, etc. • Preparing & maintaining personnel files including CVs, appointment letters, contracts, personal particulars, insurance, leave

NO	POSITION	JOB SPECIFICATIONS	REPORTING TO	REPORTED BY	KEY RESULT AREAS/ DELIVERABLES	JOB DESCRIPTION
					documented and circulated among all • Increment policy, system, procedure developed and followed and documented	eligibility, imprest eligibility, asset issue eligibility, medical profile, leave records, CRs and appraisal reports, etc. • HR resignation/discontinue/termination/ suspension policies & procedures laid out and follow as required • Criteria for ethics, code of conduct, discipline, etc. devised, circulated and notices to be issued in case of breech and action taken as per laid out procedures • Conduct training of entire team on HR procedures & requirements as and when required • Increment policy, system, procedure developed and followed and documented • Setting and monitoring of individual learning targets of all team members
15	Procurement Officer	**Educational Qualification:** MBA with Material management/Procurement management	Overall Administrative Officer		• All procurement related systems and procedures documented	• Create & ensure following of procurement procedures as per accepted good practices for various processes like empanelment, specifications for items/services, minimum requirements,

NO	POSITION	JOB SPECIFICATIONS	REPORTING TO	REPORTED BY	KEY RESULT AREAS/ DELIVERABLES	JOB DESCRIPTION
		Experience: Minimum 5-7 years of experience in procurement management			and followed • Database of suppliers created and regularly updated • Supplier EoIs, proposals, quotations maintained • Procurement procedures completed within prescribed time limits • Minutes of all meetings signed by all	procurement notices, selection, negotiation, etc. • Check credentials of suppliers for empanelment • Conduct empanelment procedures and create database of suppliers for various procurement items/services as per selection criteria • Form committees for procurement above specified limits, prepare ToRs for the committee, call meetings, prepare agenda, background materials, prepare minutes, present the proceedings, circulate minutes, keep records, etc. • Get into standard rate contracts for regular procurement • Maintain complete record of procurement processes with necessary evidences • Develop standard order formats for placing order • Organize bidding meeting, pre bid meetings, bid opening meetings, etc as required and make necessary communications, logistics, seek approvals, prepare minutes, get signed and circulate & maintain

NO	POSITION	JOB SPECIFICATIONS	REPORTING TO	REPORTED BY	KEY RESULT AREAS/ DELIVERABLES	JOB DESCRIPTION
						records. • Conduct training of entire team on procurement procedures & requirements as and when required
16	Contracting & Outsourcing Officer	**Educational Qualification:** Masters in Business Administration or Finance with specific training on contracts management **Experience:** Minimum 5-7 years of experience in Contract management	Overall Administrative Officer		• Contracting & outsourcing systems & procedures • Standard contract formats prepared • Database of service providers created and regularly updated • Service provider EOIs, proposals, quotations maintained • Outsourcing procedures completed within prescribed	• Develop detailed system of outsourcing & contracting • Prepare database of service providers & consultants for various functions • Conduct and facilitate the entire outsourcing process including advertisement, short listing, proposal invitation, presentation, selection • Form various selection/short listing committees and conduct meetings of the same as required • Circulate agenda in advance and prepare & record minutes of all meetings held for outsourcing • Maintain performance reviews and reports of service providers for future reference • Issue contracts to selected agencies/individuals and ensure submission of all relevant documents/EMD/declarations / bank guarantees/performance

NO	POSITION	JOB SPECIFICATIONS	REPORTING TO	REPORTED BY	KEY RESULT AREAS/ DELIVERABLES	JOB DESCRIPTION
					time limits • Minutes of all meetings signed by all	guarantee / etc • Conduct training of entire team on contracting & outsourcing procedures & requirements as and when required
17	M & E Officer	**Educational Qualification:** BE/B. Tech (Computer/IT) or M. Sc (IT)/MCA or MSW/MBA with relevant experience **Experience:** Minimum 5-7 years of experience in managing MIS	PRIT Director	MIS Coordinator	• M & E system documented • M & E plan & budget developed • M & E activities carried out as planned and reports available • Functional MIS • Regular analytical reports to various sections of PRIT as required	• Manage & regularly update the MIS for ETC • Design & develop reporting & monitoring formats and computer based MIS • Ensure timely data entry of all activities & reports of ETCs • Coordinate with ETCs for regular report submission & for accuracy and good quality of reports • Develop systems for monitoring & evaluation • Ensure regular monitoring of various activities of ETC by visits, tele conferencing, reports, etc. • Plan & implement evaluation of training conducted by ETC periodically • Monthly report generation on activities, ETC performance, progress against plans, expenditure rates, etc. and provide to relevant officers

NO	POSITION	JOB SPECIFICATIONS	REPORTING TO	REPORTED BY	KEY RESULT AREAS/ DELIVERABLES	JOB DESCRIPTION
18	MIS Coordinator	**Educational Qualification:** Bachelors/Masters degree preferably with Computer science **Experience:** Minimum 3-5 years of experience in MIS report generation, record keeping, data management	Officer (M & E)		• Functional MIS • Generation of regular reports as desired and circulated among all section heads as desired	• Data entry of all reports to MIS • Record keeping of all reports from ETC • Data cleaning & ensure data accuracy • Data validation through cross checks and physical verifications (where required) • Generate reports as directed by Officer (M & E)

ANNEXURE 5: DETAILED TOR OF DISTRICT LEVEL CB&T TEAM

CATEGORY	JOB SPECIFICATIONS	REPORTING TO	REPORTED BY	KEY RESULT AREAS/ DELIVERABLES	JOB DESCRIPTION
District PRI CB&T Officer (1)	**Educational Qualification:** Masters degree in social sciences preferably in Human Resource Development/Social work **Experience:** Minimum 5 years of experience as a trainer preferably in developmental sector **Knowledge:** Group process, adult learning, training aids, ICT tools	DPRO of respective district	Assistant PRI CB&T Officers	• District Level Training Calendar • Database of CSO Partners & resource Persons • Database of training participants • Training Reports	• Overall CB&T Management at district level • Planning & budgeting • Coordination with line departments • Partnerships & linkages with district level institutions, CSOs etc. • Overall coordination with service providers
Assistant PRI CB&T Officers (2)	**Educational Qualification:** Postgraduate/Graduate preferably in social work **Experience:** Minimum 5 years of experience working in developmental sector	District PRI CB&T Officer	-	• Block level service providers' visits as per plan conducted & documented • Service providers' reports ensured, compiled and sent to PRIT • Support provided to all service providers as desired • New partners identified & selected as planned	• Coordination with service providers at block level for respective blocks allocated • In charge of 6-10 blocks each • Monitoring of the activities at block level • Coordination with block level functionaries and line departments • Identify support structures and service providers at block level for tasks like training venue, L&B, audio visual aids and so on • Prepare and maintain various databases

ANNEXURE 6: LIST OF BRGF & RGSY DISTRICTS IN UTTAR PRADESH

RGSY District	BRGF District
Saharanpur	Lakhimpur khiri
Muzaffarnagar	Bahraich
Bagpat	Etah
Mainpuri	Balrampur
Mathura	Sonbhadra
Kanpur Nagar	Gonda
Ramabai Nagar	Ambedkar Nagar
Kanshiram Nagar	Unnao
Mahamaya Nagar	Raebareilly
Aligarh	Sant Kabeer Nagar
Ghazipur	Siddhartha Nagar
Oraiya	Basti
Sant Ravidas Nagar	Azamgarh
Faizabad	Gorakhpur
Sultanpur	Sitapur
Lucknow	Fatehpur
Bulandshahar	Pratapgarh
Pilibhit	Kaushambi
Shahjahanpur	Jaunpur
Deoria	Budaun
Mau	Farrukhabad
Balia	Chitrakoot
Agra	Banda
Firozabad	Shravasti

RGSY District	BRGF District
Bareilly	Chandauli
Rampur	Barabanki
Jyotiba Phule Nagar	Hardoi
Allahabad	Jalaun
Kannauj	Lalitpur
Etawah	Hamirpur
Jhansi	Mahoba
Bijnaur	Kushinagar
Moradabad	Mahrajganj
Merrut	Mirzapur
Ghaziabad	
Gautam B. Nagar	**34**
Chhatrapati Sahuji Mahraj Nagar	
Varanasi	
Prabuddha Nagar	
Panchsheel Nagar	
Bhim Nagar	
41	