**ACKNOWLEDGEMENTS**

Parivartan – The Change has the privilege to acknowledge the inspiring guidance of honorable Mrs. Urvashi Gulati, Chief Secretary Haryana and Sh. Raghavendra Rao, Financial Commissioner and Principal Secretary, Rural Development and Panchayats Depts., Haryana to this organization for undertaking the training program of PRIs members in the Sonepat district of Haryana.

The continued support of the Directorate of Development and Panchayats, Haryana, especially interactive sessions with Sh. R. K. Mehta Deputy Director, has significantly contributed to enable Parivartan in organizing this training program.

Needless to emphasize, Dr. Surat Singh, Director HIRD along with his faculty team/staff, who have been key drivers of this training program from concept to implementation. But for their constant indulgence and support the program would not have been possible.

Deputy Commissioner, Sonepat Sh. Ajit Balaji Joshi, A.D.C Sonepat Sh. S.S. Dalal and SDM Gohana Sh. Virendra Singh took out their valuable time from their busy schedules to facilitate the modalities of undertaking this program in the Sonepat district. Their occasional presence in the training program at the block premises gave added impetus and enthusiasm to the program. Our many thanks to them.

Efforts of D.D.P.O Sonepat, Sh. Dharamveer Dhankar and his staff in ensuring success of the program are worth mentioning. All the BDPOs namely; Sh. Daryav Singh, Sh. Ramphal Singh, Sh. Dilip Khatri, Sh. Rupender Malik, Sh. D. R. Dangi and Sh. Rakesh Vohra, made laudable efforts to ensure effective participation of PRIs members and also to facilitate day to day support to the program in the respective block area. But for their efforts and support this training task would not have been successfully accomplished.

It is also an opportunity to thank all the trainers, staff members, kitchen team and others who were directly or indirectly associated with the program and whose names are not mentioned here.

Parivartan team would, therefore, like to place on record its appreciation and thanks to all those, mentioned above, who have made this training program a success.

Sangeeta Budhiraja

(Managing Trustee)

Parivartan-The Change

**INTRODUCTION**

Ministry of Panchayati Raj (MoPR) supports the CB&T related efforts at the level of States through its various programs including *Backward Region Grant Fund (BRGF)* and *Rashtriya Gram Swaraj Yojana (RGSY)*. More than 30lakh elected representatives and functionaries are associated with about 2.4lakh Panchayati Raj Institutions (PRIs) in the country. The PRIs share the responsibility of implementing various Centrally-sponsored Schemes (CSSs) and other State-level programmes at the grassroots level with the line departments. The PRIs are increasingly expected to play a role in integrated decentralized planning at the district, block, Gram Panchayat, and village level.

The elected representatives and functionaries require regular CB&T to help prepare them to deliver effectively on their responsibilities. As per the guidelines by Govt. of India, Ministry of Panchayati Raj, the Govt. of Haryana, Development and Panchayats Department, under the expert guidance of HIRD, Nilokheri, arranged the Capacity Building and Training Program for Panchayati Raj Functionaries.

Soon after the General Elections of Panchayati Raj Institutions in Haryana during 2010, the training programs were organized under Rashtriya Gram Swaraj Yojna and BRGF. It had been recognized from the very beginning of the Panchayati Raj in 1959 that the capacity building and training of the elected representatives of the institutions is critical for the success of the decentralized rural governance. As an apex institute of training in rural development and panchayati raj institutions in Haryana, the HIRD conducted these training programs in a decentralized training mode.

To undertake the training of newly elected PRI functionaries in Sonepat district, Parivartan – The Change was selected as an NGO partner. On dated 31 May 2010, an agreement was signed between Parivartan – The Change and the Director, Development and Panchayats, Govt. of Haryana through the Director, Haryana Institute of Rural Development, Nilokheri, to undertake and execute the training program. A two day TOT was organized by HIRD, Nilokheri on 11-12 August 2010 for all the NGOs to maintain uniformity in the mode of training in all the districts.

A modular two day training program was structured for PRI members and a series of training program was organized for the panches and sarpanches at the block headquarters in the batches of 55-65 participants as per modalities worked out by the concerned BDPO.

The training program started on 23rd of August 2010 and ended on 27th of November 2010. It was conducted, simultaneously, in two blocks by two different teams.

**COURCE CONTENTS OF THE TRAINING**

The module and content of the training was as per the guidelines given by the department and HIRD. The training material was supplied by the HIRD which consisted of a printed handbook, writing pad and pen. In the early phase of training 450 bags were also provided by the HIRD which were duly distributed.

The course contents were as follows-

* Concept of Panchayati Raj and 73rd Amendment- the lecture dealt with the origin of the Panchayats and the status of Panchayats after 73rd amendment of the constitution.
* Main Features of Haryana Panchayati Raj Act 1994-in this lecture the participants were introduced with the structure of Panchayats in the state of Haryana.
* Gram Sabha : its functions and meetings- Gram Sabha was the most important aspect of the entire training program. The importance and relevance of Gram Sabha was explained in detail. The meetings of Gram Sabha were a subject of discussion in a workshop mode ensuring the active participation of the elected members. A documentary on one such meeting held at a village of Haryana was shown for a better understanding of the Gram Sabha.
* Gram Panchayat: Powers, Functions and Conduct of Business-This section consisted the details of the powers and work profile of Panchayats and role of Sarpanch and Panch in the meetings of Panchayats. They were explained the rights, duties and responsibilities of Sarpanches and Panchs. A related documentary ‘Arunoday’, by HIRD, was shown to the participants
* Financial Management and Accounts Maintenance-being the most crucial area, the finance management was the most interesting topic especially for Sarpanches. They were keen in knowing their source of income and how they could generate more funds for the development work. They were also taught the maintenance of books and their role in managing accounts. They were also told about the new software (PRIA) that is going to be introduced soon.
* Management of Village Common Land-as per the Punjab Village Common Land Act, a detailed knowledge of identifying the encroachment on Panchayat land and the methods to deal with the issue was given to the elected PRI members.
* Introduction to MGNREGA- also known as NAREGA earlier, a brief intro to the Act was delivered. They were introduced to the officer-in-charge at block headquarter and were urged to take up more and more projects in their respective villages.
* Social Issues-a village cannot be called a well developed unless and until the society is healthy. Sarpanches and panches were exhorted to work with equal vigor on the social evils such as female feticide and consumption of alcohol.

**METHODOLGY AND SCOPE**

The methodology adopted to execute the training program was designed to get the optimum output of the training.

* Training was largely conducted by lecture cum discussion method.
* A hand book containing all the necessary and related issues written in simple Hindi along with a writing pad and pen was given to each one of the participants.
* While explaining any particular topic, they were guided about its detailed written document in the handbook and were told to refer to that particular page no.
* Documentary related to Gram Sabha and Gram Panchayat (provided by HIRD) was shown.
* At the end of the day, a question answer round was held.
* The query and problem solving session was also arranged.

From the foregoing methodology it is evident that training program was held in a discussion and workshop mode where the participants were encouraged for participation to share the problems and experiences of the respective area/individuals. They were also stimulated to take part in the group discussion and to put forward their opinion and views. Participants were provided an informal atmosphere for a healthy discussion which gave them an open platform to share their ideas and experiences. Female participants were specially urged to come forward and share their view and problems during the discussion. It gave them the opportunity to express themselves which was a step towards empowerment of PRIs.

**ENSURING PARTICIPATION**

During pilot sessions with DC, ADC, DDPO, BDPOs and other field functionaries and some of the PRIs members it was strongly felt that the most critical aspect for the success of training program was to ensure participation of members in the training program. Some of the barriers to participation were identified as under:

**BARRIERS TO PARTICIPATION**

* Lack of communication- in many blocks it was found that the secretaries and the elected members were not in touch on day to day basis. As and when the secretaries got the information about the training, they informed the sarpanches. Since none of them are maintaining any dairy of events and programs, they forgot on the prescribed date.
* Overlooking the importance- most of the panches and some of the sarpanches overlooked the importance of training since it is not mandatory. They are of the opinion that it’s not their cup of tea. They believe that trainings and meetings are only for the sarpanches.
* Ignorance of the system- In the case where the panches don’t support sarpanch, or where the panches belong to the opposition, they don’t attend the training and meetings simply to show their arrogance against the sarpanch. It is a way to let the sarpanch down. The supporting panches are of the view that they only have to sign when and where the sarpanch says. In both the cases it affects the attendance.

**STEPS TAKEN TO ENSURE PARTICIPATION**

* At the onset of the program, a list of contact numbers of all the secretaries and sarpanches was taken from the block office and a day before their scheduled training, a reminder call was made to them.
* In case any member was unable to attend the training on his/her scheduled date, he/she was given the liberty to attend the same at any other day of his/her convenience.
* Secretaries and sarpanches were repeatedly warned to ensure the presence of the members.
* It was made very clear to them that the attendance record and photographs will be sent to the Panchayat department and that they will be solely responsible for their absence.
* In spite of several reminders if still some Panchayats were showing poor attendance, a black and white reminder was sent to the concerned BDPOs and was told to ensure their presence.

**PARTICIPATION DURING TRAINING**

The efforts fructified and the attendance came to be 92.5%.Out of 3821 members 3592 and 3554 members attended the program on the first and the second day respectively.

The role of BDPOs and DDPO is worth mentioning as they always lent their ready hands. They were concerned about the attendance and took all the necessary steps to ensure it. Each and every call regarding the attendance was entertained at priority level. All the secretaries were told to report on the day their Panchayats were to undertake the training and they duly signed on the attendance register.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Block | Attendance  day-1 | Attendance  day-2 | Total no of  participants to be  trained | Average |
|  |  |  |  |  |
| Sonepat | 726 | 719 | 779 | 92.7% |
| Rai | 630 | 625 | 664 | 94.5% |
| kharkhauda | 516 | 509 | 550 | 93% |
| Mundlana | 407 | 404 | 417 | 97.2% |
| Kathura | 222 | 223 | 249 | 89% |
| Gohana | 390 | 393 | 434 | 90.2% |
| Gannaur | 701 | 681 | 728 | 94.9% |

**LITERACY PROFILE OF THE PARTICIPANTS**

The state of Haryana was carved out of the composite state of Punjab on the Ist November, 1966.

The literacy rate of Haryana is 67.91 percent, which is comparatively higher than the National average which is 64.80. The literacy rate for males and females are 78.49 percent and 55.73 percent respectively which is also higher than the national average.

LITERACY RATE OF SONEPAT

The overall literacy rate of Sonepat is 76.69 % (male 82.73%, female 69.33 %)(Source census 2001). Higher than the national average of 59.5%

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Blockwise Detail | NIL | UM | M | H |
| Literacy profile for Sonipat Block -Male Sarpanch | 2 | 9 | 22 | 11 |
| Literacy profile for Sonipat Block -Female Sarpanch | 10 | 8 | 1 | 4 |
| Literacy profile for Sonipat Block -Male Panch | 42 | 149 | 153 | 57 |
| Literacy profile for Sonipat Block -Female Panch | 111 | 101 | 30 | 9 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Blockwise Detail | NIL | UM | M | H |
| Literacy profile for Rai Block -Male Sarpanch | 0 | 7 | 16 | 11 |
| Literacy profile for Rai Block -Female Sarpanch | 5 | 6 | 4 | 2 |
| Literacy profile for Rai Block -Male Panch | 21 | 140 | 121 | 64 |
| Literacy profile for Rai Block -Female Panch | 88 | 90 | 37 | 13 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Blockwise Detail | NIL | UM | M | H |
| Literacy profile for Kharkhauda Block -Male Sarpanch | 0 | 7 | 11 | 9 |
| Literacy profile for Kharkhauda Block -Female Sarpanch | 8 | 5 | 4 | 0 |
| Literacy profile for Kharkhauda Block -Male Panch | 24 | 106 | 115 | 44 |
| Literacy profile for Kharkhauda Block -Female Panch | 85 | 62 | 20 | 9 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Blockwise Detail | NIL | UM | M | H |
| Literacy profile for Mundlana Block -Male Sarpanch | 0 | 8 | 10 | 1 |
| Literacy profile for Mundlana Block -Female Sarpanch | 0 | 9 | 2 | 2 |
| Literacy profile for Mundlana Block -Male Panch | 11 | 147 | 58 | 29 |
| Literacy profile for Mundlana Block -Female Panch | 13 | 98 | 14 | 2 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Blockwise Detail | NIL | UM | M | H |
| Literacy profile for Kathura Block -Male Sarpanch | 0 | 6 | 2 | 3 |
| Literacy profile for Kathura Block -Female Sarpanch | 0 | 4 | 1 | 1 |
| Literacy profile for Kathura Block -Male Panch | 1 | 85 | 31 | 18 |
| Literacy profile for Kathura Block -Female Panch | 6 | 60 | 3 | 2 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Blockwise Detail | NIL | UM | M | H |
| Literacy profile for Gohana Block -Male Sarpanch | 0 | 6 | 11 | 3 |
| Literacy profile for Gohana Block -Female Sarpanch | 1 | 6 | 3 | 3 |
| Literacy profile for Gohana Block -Male Panch | 14 | 131 | 59 | 26 |
| Literacy profile for Gohana Block -Female Panch | 52 | 70 | 6 | 2 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Blockwise Detail | NIL | UM | M | H |
| Literacy profile for Gannaur Block -Male Sarpanch | 2 | 12 | 18 | 9 |
| Literacy profile for Gannaur Block -Female Sarpanch | 6 | 8 | 3 | 2 |
| Literacy profile for Gannaur Block -Male Panch | 68 | 142 | 123 | 39 |
| Literacy profile for Gannaur Block -Female Panch | 118 | 93 | 25 | 16 |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

**ANALYSIS OF EVALUATION PERFORMA**

At the end of the training program, on the second day, the participants were told to fill up an evaluation form so as to judge what they have learnt. The illiterate ones were told to take help of their literate fellow members or the volunteers. The sarpanches were allotted the duty of collecting and handing over all the filled up forms to the NGO coordinator at the time of group photograph. They showed their participation to their best.

**RATING OF THE TRAINING BY THE PARTICIPANTS**

As per the questionnaire, they were asked their overall opinion about the program. Their response was adjudged through a choice of answers – very good, good or not good.

80% of the participants found the training program to be very good where as the rest 20% found it good.

It was noticed that the sarpanches and panches who were elected for the first time found the training very useful and were more interested in attending the training. They were frequent in asking their queries.

**ANY TWO SUBJECTS OF INTEREST**

The answer to this question had a varied answer. Most of the participants found Gram Sabha interesting since they were well acquainted with the issue. The Panchayat meetings and the importance of keeping records were a few topics of their interest.

**THE LEGAL ISSUES OF INTEREST**

For the smooth and flawless functioning of the Panchayati Raj Institution, it is very important that the elected members should be well versed of the legal aspects. In lack of knowledge they often err and fall into trap.

Analysis of the evaluation performa revealed that 35% of the participants found the common land related information valuable. The second most informative topic for them was the finance related training. Related knowledge on Sources of income was liked by 25% followed by development related schemes by 10% members.

The members felt that this information was new to them and they would be in a better position to play their roles in the village administration.

**SUBJECTS TO KNOW MORE ABOUT**

On asking the topics of their choice on which they would like to have more information and training, 30% of the participants asked for schemes related information. It was IAY, Haryali, MGNAREGA etc. many of them wanted to learn to maintain accounts and some of them were interested in knowing about grants for Panchayats.

**COMMENT ON WAYS OF IMPARTING TRAINING**

**USEFULNESS OF THE TRAINING**

50% of the participants were sure of working with more confidence after the training. 22% felt that the group spirit will be intense and they will rise above the party politics.

**DURATION OF THE TRAINING PROGRAM**

**SUGGESTIONS ON TRAINING DURATION**

As per the views of the participants, the training program should be a regular feature. Different people came with different notions.

**QUALITY OF FOOD**

People of Haryana are known for their love of good food. Hence every care was taken to provide them with good quality food. The menu was prescribed by HIRD and all the arrangements were done accordingly.

**QUALITY OF TRAINING METHOD AND TOOLS**

**SOME IMPORTANT SUGGESTIONS AND RECOMMENDATIONS**

The overall outcome of training was full of innovative ideas. The participants irrespective if their gender, came forward with their recommendations which are certainly going to help in better planning of such training programs in future.

The most important recommendation was that the training of gram sabha, if imparted only to the members, would be of no use until the villagers know its importance. Therefore, for a successful meeting of gram sabha not only the members but also the villagers should be trained. This would be more practical if the government would organize one such gram sabha in each village. Such a sabha should be held under the expert guidance of department personals or HIRD or NGOs who excel in the field.

Another major suggestion was for finance and accounts maintenance. Most of the sarpanches being ignorant of finance management and book keeping remain a puppet in the hands of Gram Sachivs. So if they could be trained in maintaining accounts, they could work more independently. They wanted finance related training program in a workshop mode with sample register and forms where they could learn to write books. This will reduce their dependency on secretaries who at times take undue advantage of their ignorance.

**NEWS COVERAGE OF THE TRAINING PROGRAM**

The entire training program was widely covered by electronic and print media at all the blocks which is an independent reporting. The reporters from leading newspapers like Dainik Jagran, Hari Bhumi, Punjab Kesari etc. frequently visited the programs and interviewed the participants inquiring about their enhancement of knowledge through the training program. It played an important role in acknowledging the importance of such training programs. It also spread the awareness to the elected members about the need to attend these programs.

The visit of eminent persons like deputy commissioner, additional deputy commissioner and sub divisional magistrate to the program and its wide coverage made the program popular and it spread the message that the programs were of great importance and needs to be attended by the elected members. At one stage it also encouraged the participation.

A few clippings of the coverage are attached for a glance.

**GROUP PHOTO CD**

All the panchyats were clicked one by one on their respective days of training. They were posed in front of the banner depicting date, place and details of the program. The photographs are compiled in a disc for the presentation and record.