Framework for Implementation of Leadership/ Management Development Project for Elected Representatives and Functionaries.

Ministry of Panchayati Raj

Government of India

Contents

1. Introduction

1.1 Capacity Building and Training (CB&T) is critical for enhancing the effectiveness of the Elected Representatives and functionaries of Panchayati Raj Institutions (PRIs). The Ministry of Panchayati Raj has made concentrated effort towards capacity building of the PRIs in India. By strengthening the capacity of PRIs, MoPR has helped to ensure that these institutions are able to play a meaningful role in local governance and development.

1.2 The scheme of Revamped Rashtriya Gram Swaraj Abhiyan (RGSA) aims to enhance the capacity building of Elected Representatives (ERs), Functionaries and Other Stakeholders of Panchayati Raj Institutions (PRI's). Presently the Capacity Building and Training (CB&T) activities are being carried over by a network of State Institutes of Rural Development and Panchayati Raj Institutes (SIRDs) and associated Training Centers at State/ Districts/ Blocks. During past financial year 2022-23, training was provided to more than 40 Lakhs PRI's/functionaries, under RGSA.

10 MAJOR OBJECTIVES OF REVAMPED RGSA

Develop governance capabilities of PRIs	Develop capacity of ERs of PRIs for Leadership Roles ⭐	Optimum Utilisation of Resources & Convergence with other Schemes	Enhance Panchayats Capabilities for OSR of PRIs
Strengthen Gram Sabhas to function effectively	Promote devolution of powers and responsibilities	Strengthen Institutions for capacity enhancement of PRIs	Collaborate with Academic Institutions/ Institute of Excellence ⭐
Promote eGovernance	Recognize and incentivize PRIs	Action Research & Publicity	Exchange of information and ideas with international organisations

1.3   One of the major objectives of revamped RGSA is to focus on developing the capacity of elected representatives of PRIs for leadership Roles to enable the Panchayats to function effectively as third tier of Government. For such initiatives, revamped scheme of RGSA has provisioned that "Ministry can undertake projects on various aspects of Central/State components of the scheme directly or through Academic Institutions/ National/ Distinguished Institutions/Institutions of Excellence/ NIRD&PR etc. (para 7.3.2 point-6 Framework for Implementation of Revamped RGSA referred.)" Accordingly, Ministry has conceptualized the Leadership/Management Development Programs for Elected Representatives, officers and officials of PRIs/PR and other Functionaries of Panchayats for building leadership capabilities.

2. Institutes of Excellence

2.1   We have globally acclaimed **Institutes of Excellence across the country, which includes IIM, IIT, IRMA etc.** The geographic reach of these Institutes covers most regions of the Country; thus, their range can be leveraged to provide the MDP Training across the Country, as well as the surrounding States. For the example the western region of the Country can be covered through the Institutes of IIM Ahmedabad, IRMA, IIT Gandhinagar, etc.

INDIA'S INSTITUTE OF EXCELLENCE

Indian Institute of Management (IIM)

Indian Institute of Technology (IIT)

Indian Institute of Rural Management (IRMA)

The geographic reach of these Institutes covers most regions of the Country; thus, their range can be leveraged to provide the MDP Training across the Country, as well as the surrounding States.

Ministry of Panchayati Raj (MoPR)

2.2   The pedagogy of the programs includes group exercises, case studies, experiential learning, interactive lectures and field trips. The Modules for MDP will broadly cover the following sessions:

(i)   **Leadership and Teamwork** - Focus on the importance of leadership and teamwork at the Gram Panchayat Level. Topics would include communication, conflict resolution, and decision-making.

(ii)   **Financial Management and Panchayat Finances** - Basics of financial management, including budgeting, accounting, and financial reporting.

(iii) **Communication** - Importance of effective communication and public relations for Panchayat Heads. Topics would include media relations, community engagement, and conflict resolution.

(iv) **Project Management and Monitoring** - Overview of project management, including the steps involved in planning, implementing, and monitoring projects.

(v) **Digital Transformation & ICT** - The session would be designed to help understand the potential of ICT for panchayat governance and to develop the skills they need to use ICT effectively.

(vi) **Village Development Planning** - Focus on the process of developing a village development plan. Topics would include identifying community needs, setting priorities, and mobilizing resources.

(vii) **Other modules –** As per requirement and mutually agreed by Institute, Ministry and State Government.

3. Leadership/ Management Development Program

3.1 Huge fund is being spent by the Central and State Governments for the socio-economic development of Rural areas mainly falls under the preview of Panchayats. Various new initiatives are being taken through Panchayats for effective utilisation of available resources and to achieve international agenda of 2023. Hence, it is felt need that ERs of Panchayats are adequately equipped with leadership and managerial skills for effective utilisation of resources and deliver their other mandated responsibilities. Officers/officials and Functionaries of Panchayats also need to be adequately capacitated for effective management of Panchayats affairs and work in coordination with ERs, which is lacking in almost all the States/UTs.

3.2 Ministry has conceptualized the Leadership Development Programs for ERs, officers /officials, and functionaries PRIs/ Panchayats for building leadership capabilities. It is expected that such programs will enhance the capacity of PRIs by doing the following:

- The program will provide a **valuable tool** for improving the skills and knowledge of the community leaders.
- The programs will deliver a **broad base of understanding of skills** to develop critical thinking, utilize creative techniques in real-life contexts such as competitiveness, innovation, knowledge management, equip the facilitators with tools to generate interest for learning in the classroom, leveraging technology and teaching tools and integration of social skills with community development.
- The sessions will be designed as an **outcome-based learning model** where the participants shall be equipped with ideas and processes of handling and executing the result-based services.

MANAGEMENT DEVELOPMENT PROGRAM (MDP)

The program will provide a valuable tool for improving the skills and knowledge of the community leaders

Provide a broad base of understanding of skills to develop critical thinking, utilize creative techniques in real-life contexts

Sessions are designed as an **outcome-based learning model** where the participants will handle and execute result-based services

4. Stakeholders

The main stakeholders in MDP Program and their roles:

4.1 Apex Institute/Institute of Excellence and their role:

(i) The Institute will organize the complete 5-day residential program.

(ii) The Modules, Pedagogy, etc. of the programs will be developed by Institute and shared well in advance with MoPR/ State Government.

(iii) Costing of the programme along with Boarding & Lodging Facilities to be shared well in advance with MoPR/ State Government.

(iv) The Modules, Pedagogy, Costing of the programme along with Boarding & Lodging Facilities will be finalized in consultation of **State Government** in case of State funded MDP under RGSA.

(v) An assessment will take place as the end of the Program and a Certification of Participation will be accorded to the participants who have secured at least 50% in the Assessment.

(vi) The institutes are to utilize the Training Management Portal (TMP) for purpose of scheduling of the training, uploading of modules, pre-assessment, feedback, etc. The program registration, sharing of modules will be done by utilizing the TMP Portal.

4.2 The role of the States/UTs

(i) The States/UTs to undertake Leadership/Management Development Program for ERs, officers/officials, and Functionaries of Panchayats in collaboration with the Institutes of Excellence.

(ii) The RGSA nodal officer in the States/UTs will also be a nodal officer for the MDP Program under RGSA, who will provide support and coordination for the MDP Program.

(iii) States/UTs may directly negotiate with the institutes for costing and other logistical arrangements and sign an MoU with the concern institute to carry out Leadership / management Development program.

(iv) The States/UTs can take-up the Program with the Apex Institutes and meet the cost under State Component of RGSA from existing components of RGSA up to Rs.7811/-per day per participants.

(v) Gap funding beyond Rs.7811/- per participants per day to be ensured by States/UTs from the State budget other than RGSA State Share.

(vi) The State Panchayati Raj Departments to coordinate with the apex Institutes in the States to establish the MDP Program.

4.3 The role of the Ministry of Panchayati Raj (MoPR):

(i) MoPR to facilitate the MDP as provisioned in the Revamped RGSA.

(ii) Coordination and collaboration with the institutes for Introductory Centrally funded MDP under RGSA.

(iii) Request for nomination from the States as per decided eligibility criteria.

(iv) Collection of nomination from States and coordination of their MDP under RGSA.

(v) Funding of Introductory Centrally funded MDP under RGSA, as per norms of RGSA under Central Component.

(vi) Engaging with the States to carry out MDP under State Component of RGSA for ERs/ Officers/ Functionaries.

(vii) Facilitate States/UTs in collaboration with the institutes for MDP under RGSA, if required.

5   Criteria for Participation

5.1   Eligibility Criteria: The eligibility criteria for the program is as under:

(i)   Age group to be between 25-50 years of age.

(ii)   The Academic qualification is to be minimum Graduation in any subject.

(iii)   A minimum of 1-year term, left for next election for the Elected Representatives (ERs).

(iv)   Understanding of Regional Language/ English.

5.2   The Participant Profile for attending the MDP is as under:

(i)   Gram Panchayat Level: President/Sarpanch/Pardhan. (Selected)

(ii)   Block Level: President of Block/Intermediate Panchayat, Block Development Officer, Panchayat Development Officer, Other Block Level Officials of PR department, etc.

(iii)   District Level: Chairman/ President District/Zilla Panchayat, CEO- District/Zilla Panchayat, CDO, Other District Level Officials of PR department.

6 Financial implications:

6.1 One of the major objectives of revamped RGSA is to focus on developing the capacity of elected representatives of PRIs for leadership Roles to enable the Panchayats to function effectively as third tier of Government. For such initiatives, revamped scheme of RGSA has provisioned that "Ministry can undertake projects on various aspects of Central/State components of the scheme directly or through Academic Institutions/ National/ Distinguished Institutions/Institutions of Excellence/ NIRD&PR etc. (para 7.3.2 point-6 of implementation framework of revamped RGSA)".

6.2 Cost norms for Leadership/Management Development Program under State components of revamped RGSA:

(i) The States/UTs to undertake Leadership/Management Development Program for ERs, officers/officials, and Functionaries of Panchayats in collaboration with the Institutes of Excellence under State components of revamped RGSA.

(ii) Ministry has worked out benchmark cost per day per participant for Leadership/ Management Development Program under State components of revamped RGSA at Rs.7811/-.

(iii) The States/UTs may directly negotiate with Institutes of Excellence for costing and details of Boarding & Lodging Facilities, Modules, Pedagogy, etc. and sign an MoU.

(iv) The States/UTs can take-up the Program and meet the cost under State Component of RGSA from existing components of RGSA up to Rs.7811/-per day per participants.

(v) Cost of Leadership/Management Development Program under State components of revamped RGSA may be met from converging more than one component of RGSA as given below:

S. No.	Component	Cost Norm
1.	Exposure Visit within the State **Or**	Up to Rs.3500/- per day per participant
	Exposure Visit outside the State	Up to Rs.5000/- per day per participant of rest of the States/UTs (Up to Rs.7000/- per day per participant for Andaman & Nicobar Islands and Lakshadweep)
2.	Training at State Level for ERs, Functionaries, Resource persons, Master Trainers, etc.	Rs. 2500/- per participant per day
	The balance can be taken either from 1. Program Management (PM), which is 1.5% of the approved plan size of the State/UT. **Or** 2. From the State budget other than RGSA State Share.	

(vi) For the year 2024-25, the State/UT may include Leadership/Management Development Program under their Annual Action Plan (AAP) as negotiated by the States with the Institutes.

(vii) As of now IIMs, IITs, ISB & IRMA may be considered for inclusion in the scheme. In future, more IoEs may be considered by the CEC for inclusion in the scheme based on recommendations from the States.

(viii) The Ministry may consider such proposal under State components of revamped RGSA at the cost norms of Rs.7811/-per day per participants with cost provision as per convergence mentioned above para 6.1 (v). The provision of gap funding (if required) to be ensured by States/UTs from the State budget other than RGSA State Share.

7 Post Training Assessment and Feedback

- Training Management Portal (TMP), will be used by the Apex training Institutes. The Institutes will be assigned with separate user credentials which enable then to upload the training calendar, modules, training venue, subject areas, resource persons, training material/module & configure training process scheduler and post training assessment.

- Additionally, Training Feedback will be done through the TMP which will provide an overall rating of the Training program by evaluating the Training Contents, Lecture delivery skill of Trainer, Training Venue, etc.

***