

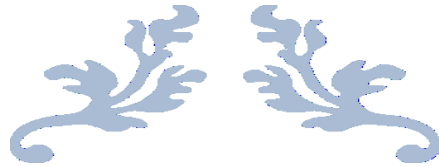
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# EVALUATION OF TRAINING -2019 PANCHAYTH SECRETARY GRADE-V

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ETC, Srikalahasti

Project Report submitted By - Sri.M. Sudhakara  
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## **Introduction:**

I am Dr. M. Sudhakara Rao, working as Addl. Commissioner PR&RD and Addl. Director AP State Institute of Rural Development and Panchayati Raj, Ibrahimpatnam, Krishna District, Andhra Pradesh. I have undergone a training course on “Evaluation of Training (EoT)” at State Institute of Public administration of Rural Development (SIPARD) Agarthala, Tripura state(DoPT programme) from 25<sup>th</sup> to 29<sup>th</sup> November 2019. As a part of completing this course, I am required to conduct an EoT study in a training institution and submit the project report to the Department of Personal and Training, Government of India. The course trainer has allotted the following project work.

**Project Title:** “Evaluation of 6days basic training course conducted between 18.11.2019 and 23.11.2019 to Panchayati Secretaries (Gr-V) at Extension Training Centre (ETC) Sri Kalahasti A.P.

**Client Organization:** Extension Training Centre (ETC) Sri Kalahasti, Chittoor Dist, Andhra Pradesh under the control of PR&RD dept., Government of A.P.

**Intended Outcomes:** To find out the deficiencies in conducting training with focus on Content, Methods, assessment etc in training course and to suggest improvement. And to develop or modify the necessary formats in the process.

**Proposed Activities:** To conduct EoT by using EoT tools such as TNA, SWOT Stake Holders analysis, Responsibility mapping, and Formative assessment.

In pursuance to the above task I have consulted the client organization i.e., the Extension Training Centre, Sri Kalahasti, Chittoor district for 6 days on 7<sup>th</sup>, 8<sup>th</sup>, 13<sup>th</sup>, 14<sup>th</sup>, 27<sup>th</sup> and 28<sup>th</sup> December 2019 and obtained in the necessary information required for the project. During the 6 days I have also taken up certain exercises required under this project.

The details of the project study are submitted below.

### **1. Learning Log:**

Learning log is a return record of the learning’s made by me during the training course conducted at SIPARD, Agarthala from 25<sup>th</sup> to 29<sup>th</sup> November 2019. I have learnt the details of the training course on

Evaluation of Training as mentioned below. Even though the learning's are many I am confining to certain important items due to space constraints.

- A. National Training Policy with reference to EoT.
- B. Systematic approach to Training.
- C. Trainer Development Programmes (TDPs).
- D. Learning curve, learning contract and learning log.
- E. Definition of EoT.
- F. KSAs.
- G. Effective training and Efficient training.
- H. Formative and summative assessment.
- I. EoT models - Four Purposes and Four levels in EoT matrix.
- J. In tray exercises.
- K. SWOT analysis.
- L. Stake holder analysis.
- M. Responsibility mapping.
- N. Planning EoT intervention.
- O. Four ways of learning.
- P. Learning climate.
- Q. Behavior analysis.

## **2. Description of Existing System:**

### **A. Details of Organisation:**

The Government of Andhra Pradesh consist of about 40 Dept., out of which The Panchayat Raj & Rural Development Dept., (PR & RD) is a key Dept., dealing with the rural local governance & local development in accordance with the provisions of 73<sup>rd</sup> constituonal amdement. (Article 243)

The PR & RD Dept., deals with three tiers of Panchayat Raj System namely Gram Panchayats at village level, Mandal Praja Parishads at block level and Zilla Praja Parishads at district level about 1.5 lakh elected repretatives and equal no of official functionaries are working for this Panchayats. The State Government recently introduced village secretariat system in the Gram Panchayats to strength than local governance by positioning 10-12 Village level functional assistants an each village secretariat. This arrangement speaks about a huge man power in the Panchyats which require continuous Trainings & Capacity Buildings accordingly the state government established a robust Training & Capacity Building facility at various levels (State Regional and District level)

APSIRD & PR is the State level Apex training institute which is responsible for planning & implementation of various training programmes required for Panchayat Raj Institutions. There are regional training centers namely Extension Training Centers (ETCs) located at 1. Srikalahasti in chittoor District., 2. Bapatla In Guntur District., and 3. Samalkot in East Godavari District. In addition there are district level training centers namely District Panchayat Resource Centers (DPRCs) in all 13 Districts in the State.

The present EoT Study is taken up in the regional training centers located in the Rayalaseema region of the state i.e., Extension Training Center Sri kalahasti in chittoor district. It caters to the training capacity building needs of all 3 tires of Panchayat Raj Institutions located in 4. Districts in the region (Kurnool, Y.S.R. Kadapa, Anatapur and chittoor)

### **Extension Training Centre (ETC) Srikalahasti**



The Extension Training Centre, Srikalahasti is the Regional Training Centre for Panchayat Raj & Rural Development Department which imparts various training programmes to both PR & RD functionaries as well as to the Elected Representatives of Local bodies of Panchayat Raj Institutions, apart from extending services to various other Government departments while imparting trainings. The Institution performs its duties as per the Instructions and financial support of Andhra Pradesh Institute of Rural Development and Panchayat Raj (APSIRD & PR), Govt. of AP, Ibrahimpatnam, Vijayawada which is under administrative control of Panchayat Raj and Rural Development Department. And the Ministry of Rural Development (MoRD), Government of India, New Delhi is supporting the institutions financially for

the development of infrastructure on the recommendations of National Institute of Rural Development & Panchayat Raj, (NIRD & PR) Hyderabad . The ETC is benefited with the funding support for conducting trainings under RGSA (Rastriya Gram Swaraj Abhiyan) MGNREGS and other rural development programmes sponsored by Ministry of Panchayat Raj as well as Ministry of Rural Development Govt of India. The Government of Andhra Pradesh also provide funds for conducting certain trainings in the Institute for the village secretariat functionaries like Panchayat secretaries.

## **History:**

Srikalahasti is a famous holy town in southern part of Andhra Pradesh where the Extension Training Centre is located. The ETC was established on 01-08-1955 as "**Basic Agriculture School**" to impart training to the Village Level Workers in Agriculture and allied subjects. It was converted into "**Gramsevak's Training Centre**" with effect from 1-10-1958, to impart training to the Village Level Workers for a period of two years. The foundation stone for the administrative building was laid by Sri. B.N.Dattar, Minister for Home Affairs, Govt., of India in January 1<sup>st</sup>, 1959 and inaugurated by Sri Neelam Sanjeev Reddy, Chief Minister on December 24<sup>th</sup>, 1959. The Gramsevak's Training Centre was upgraded with effect from 1-1-1965 for imparting training to the inservice Village Level Workers for a period of one year. The Gramsevak's Training Centre was renamed as "**Village Development Officers Training Centre**" from June, 1972 for imparting training to the Village Development Officers. This institute's name has been changed as "**Extension training Centre**" from 07-08-2002 in view of trainings to all categories of PR & RD Departmental functionaries. Extension Training Centre was visited by renowned personalities like Madabhushi Ananathasayam Ayyangar, first Deputy speaker of Lok Sabha etc. The ETC has undergone a greater development in all significant fields like infrastructure, landscaping, greenery and other activities. The ETC Srikalahasti thus inherited a rich legacy from its valuable contributions made in agriculture development through

green revolution which was the priority subject for Local Governance in the early phases of independent India. However the focus of the training Institution has been shifted from agriculture and allied sectors to providing basic civic amenities like Drinking water, sanitation including ODF & waste management, Energy efficient Street lighting system, Internal road network planned layout development etc.. In rural areas. The Institution has accordingly revamped its training programmes and training methodologies to suite the changed circumstances. Participatory Training Methods (PTM) are widely used to impart trainings on peoples participation in the development process.

### **LOCATION**

The Extension Training Centre is located at 2kms away from temple town Srikalahasti, of Chittoor District in Andhra Pradesh with a Land scape of 36.69 Acres on the way to the World's greatest Pilgrim centre, Tirupathi. The ETC is very well connected by road by train and with airport. The Tirupathi airport is just 25kms way form the Institute Chennai is about \_\_\_\_\_ kms from the Institute.

### **Types of trainings**

1. Foundation trainings
2. Refresher Trainings
3. Off Campus trainings
4. Workshops

### **The following Trainings are held in ETC, Srikalahasti**

- PR Administration- Rules and procedures in GP,MPP and ZPP
- Swacha Bharath -Solid Waste Management
- Own source revenue of GPs-Taxes and non taxes
- MGNREGS
- Office procedures to Ministerial staff
- Computer skills, e office and softwares of PR

- Livelihoods
- Disaster management
- Planning
- Personality management
- Gender responsive Governance
- Central and state Government flagship programmes
- Rural development department trainings
- Capacity building to Elected representatives of three tiers of PRIs

## **Infrastructure**

**Lecture halls:** Four air-conditioned lecture halls are equipped with LCD Monitoring System, Public Addressing system and comfortable seating arrangement, with a capacity of 60 participants each and One Computer Lab with 30 systems for the conduct of computer relating training programs are existing.



## **Residential Accommodation (Hostel Blocks -1&2)**

The Hostel Blocks 1&2 have 82 rooms with a capacity to accommodate 200 participants. All facilities like Hot water, cots, mattresses, bed spreads, mosquito mesh, drinking water dispensers, and incinerator for sanitary napkins are available.





**DINING HALL:** Kitchen cum Dining Hall with all facilities for 200 members is available.

Recreational park, TV Hall, Yoga hall are available to the trainees.

Medical needs are attended whenever required.



## Human resources

The Faculty is one of the main strengths having good academic background as well as trainings skills.

Sl No	Name of the Post	No of Posts	Name of the employee working	Remarks
1	Principal	01	Smt M. Nagapadmaja	In the cadre of CEO,ZPP
2	Gazetted Instructor	01	Smt G. Rajyalakshmi	In the cadre of District Panchayat Officer
3	Senior Faculty 1	01	Smt A. Prasanthi	BDO on deputation

4	Senior Faculty 2	03	Smt S. Padma Rani	BDO on deputation
5	Senior Faculty 3		Smt Y. Samatha	BDO on deputation
6	Senior Faculty 4		Smt M. Ruparani	EO(PR&RD) on deputation
7	Senior Faculty 5		Vacant	
6	Field Instructor	02	Sri. R. Jithendra Kumar	PS, working against FI on deputation
			Smt D. R. Manjula Devi	PS , Working against FI on deputation
7	Sr. cooperative Inspector	01	Smt S. Gulshad Begum	Sr. Asst., Working against the post on deputation from ZPP, Chittoor
8	Demonstrator in Audio Visual Aids	01	Sri V. Sai Prasad	Sr. Asst., Working against the post on deputation from ZPP, Chittoor
9	Electrician	01	Vacant	-
10	Junior Assistants	02	Sri G. Mohan Rao	Working on deputation from ZPP, Chittoor
			Sri P. Naveen Pavan	Working on deputation from ZPP, Chittoor
11	Typist	01	VACANT	
12	Office Subordinates	03	Sri M. Thirupal	2 vacancies
13	Night Watchman	01	Sri C. Yellaiah	-
14	Mazdurs	05	Sri K. Panchala Reddy	3 Vacancies
			Sri G. Mangaiah	

**Guest Faculty:** In addition to the regular faculty members, The ETC has good Resource pool drawn from various fields like NGOs, retired employees, subject and Personality Management experts, certified trainers of NIRD etc

## Initiatives taken up ETC

### I. Works taken up by tapping MGNREGS Funds

1. Village park : One acre village park is developed in ETC, Srikalahasti
2. High Density plantation: High density plantation in pilot model is developed in ETC campus.
3. Institutional plantation
4. Farm ponds
- 5 . Desilting of old wells
6. Rain water harvesting structures( in progress)



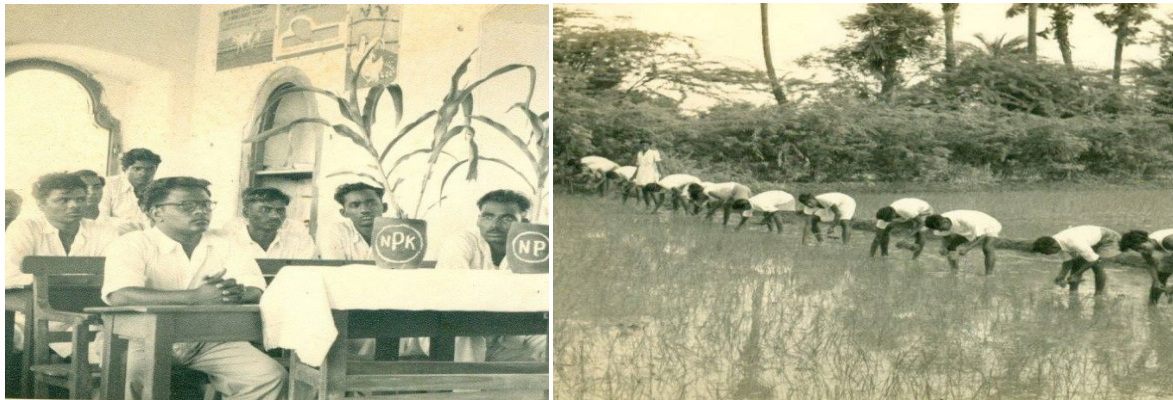
### II. Plastic ( polythene covers) shredder

One machine was established in ETC campus on pilot basis. After collecting waste polythene covers (below 50 microns thickness) two tonnes of shredded plastic pieces were sold to Panchayath Raj Department for laying plastic roads(10% plastic covers and 90 % Bitumen)



### **III. Agriculture farm**

This Institution is having nearly 16 acres of Agricultural Farm, where in 385 mango plants (Benisha, Rasalu and others ) are existing. Besides this, 6.70 acres of vacant land has been developed and brought into cultivation during 2018-19 for generating internal revenue. Millet crops and vegetables are being cultivated now. Allied activity like cattle farming is also encouraged.







#### **IV. Vermi compost unit**

Using garden and kitchen waste, the ETC is producing vermi compost and using which is used in the Gardens developed by ETC

#### **V. Energy efficiency methods**

The institution practices Energy efficiency methods like LED street lighting, Solar water heating etc to show case and propagate models to the trainees.

#### **VI. Heritage sites**

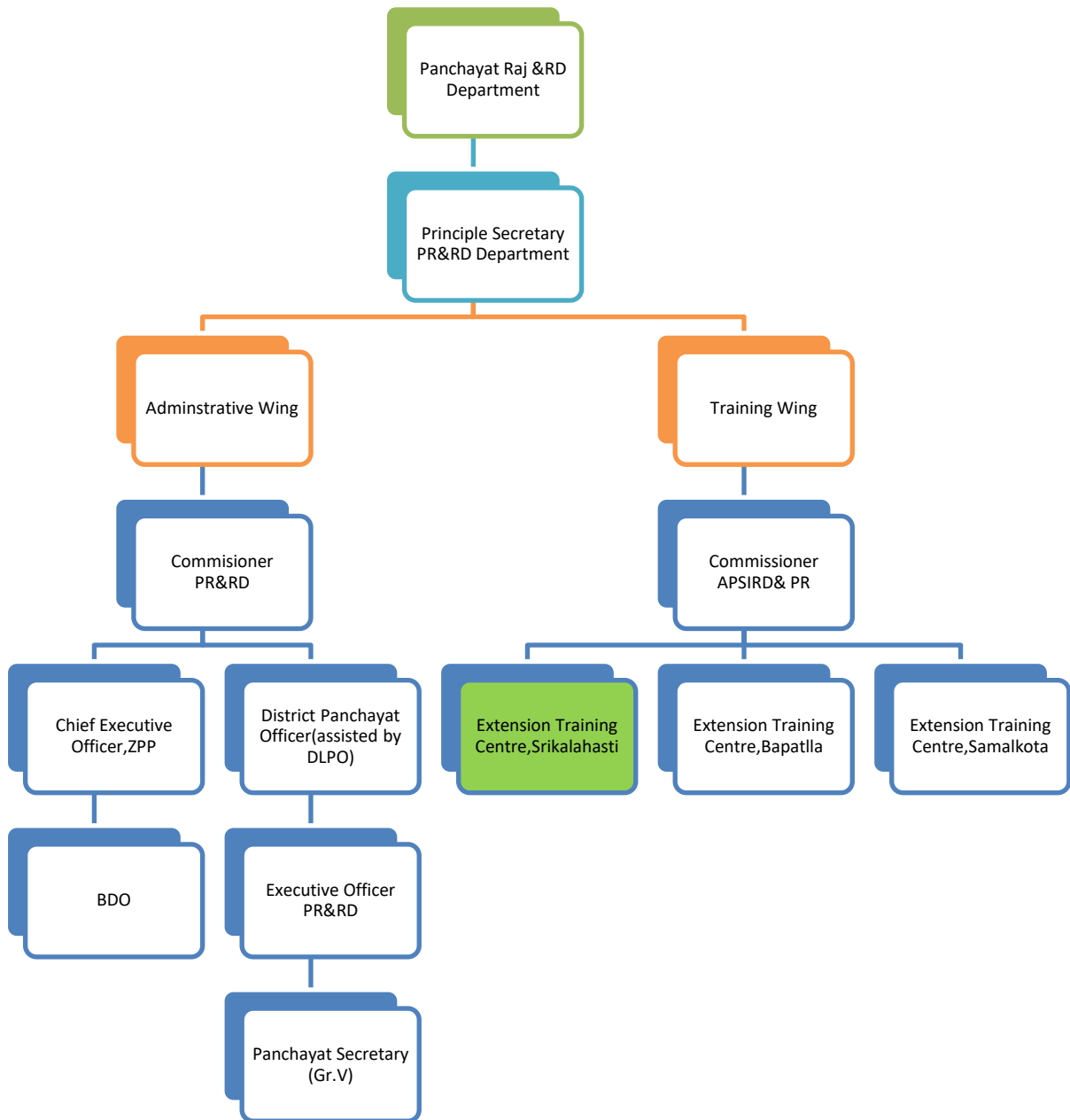
The institution has heritage sites belong to Srikalahasti zamindars inside the campus and protecting them with due care.



**VII. Roads :** All internal roads are with CC pavements.

**VIII. Internal Revenue Generation :** Regarding State Budget there is no budgetary support from the State Government of Andhra Pradesh for the last five years for its maintenance, hence this Institution is meeting such expenditure from the funds duly accrued from its own resources like institutional charges, hall rents, Auctioning Mango orchards and lodging charges.

**Organogram**



## Existing system in ETC, Srikalahasti

ETC Srikalahasti has a well established system governed by an Executive council. The progress and performance is constantly monitored by the apex institution of the state, APSIRD & PR . Guidance from APSIRD & PR as well as NIRD & PR helps the institution i.e, ETC Srikalahasti achieve the target of capacity building in PRI functionaries and Elected representatives of the Rayalseema region in a most effective way.

The Training evaluation system existing in the training institute i.e., ETC Srikalahasti is understood in the following manner:

**Training Needs Analysis and Designing of Training Courses:** A workshop is conducted in November every year with representatives of all stake holders including PRI functionaries and CBOs, to assess training needs in the performance gap observed in PRIs functioning. Accordingly training courses are designed & developed. Training content and training days are also arrived at.

**Training Calendar:** In the month of December of every financial year, a training calendar is framed duly considering the decisions taken in TNA & DOT Workshop. Representatives of all stake holders including the district level units called District Panchayat Resource Centres. Will be invited in the calendar preparation. Sometimes, heeding to the immediate needs of the Client organization i.e, Commissioner PR& RD, training courses have been included in the calendar and measures are taken by the training Institution to adhere to the schedule.

**Training Manual and modules preparation:** Depending on the course content and clientele group a training manual is prepared and modules for effective delivery of learning event are designed by Trainers and guest faculty.

**Budget Approval:** The Course director concerned gets the approval for conducting the training as per the cost norms for the course, from the Principal, ETC, Srikalahasti.

**Intimation to Client Organization:** The Principal of the training institute i.e ETC, Srikalahasti communicates the intension and scope of training to District level officers mainly District Collectors, CEO,ZPP and DPOs working under the control of client organization and funding organization through circular instructions and obtains list of potential participants. Senior Faculty from the ETC, who are deputed as Link Officers to each district will pursue with concerned officials for relief of trainees in time.

**Trainers:** Internal and External Faculty members are identified by the Course Director based on the core competencies of the faculty.

**Exposure Visits:** Classroom sessions are minimized to a large extent paving ground for conducting trainings with the practical orientation to participants through hands on and field visits. 'Learning by Doing' methodology is encouraged by and large. For this purpose, handful of beacon Panchayats and role model institutions are identified.

**Pre-Training Arrangements:** The Principal, ETC is taking necessary measures by forming internal committees in the institutions to oversee all logistical requirements like accommodation, Food arrangements, training kits and class room arrangements etc., for Smooth and successful conduct of training program.



## **During Training Arrangements:**

**Training methods used :** The Following trainings method are used in the training institute

- Lecture
- Group discussion
- guided reading
- discussion
- Role play
- Field visit
- Quiz
- Games
- hands on
- Demo
- Coaching
- Case study
- Group presentation
- Exercises

**Learning Environment:** Positive learning environment is created at ETC Srikalahasti with well equipped classrooms, dining halls, comfortable accommodation amidst lush green trees for 200 participants, sprawling roads, entertainment park, live models of integrated farming in 36.69 acres of land, various pilot models displayed, library and computer lab facility.

### **Assessment methods used:**

**Entry behavior:** Entry behavior is assessed at entry level through registration forms, interaction with trainees, pre- test for few trainings.

**Mid Level and Exit level assessment:** Achievement of training objectives is assessed through methods like daily quiz, objective questions tests, post test or Grand test.

**Evaluation and Feedback:** On the last day of training valedictory will be conducted, in which feedback and evaluation on conduct of training will be received from trainees to improve the quality of trainings further.

**Training Management Portal :** Details of the trainings conducted has to be uploaded in the Training Management Portal. But the Portal is not properly utilized by the training institution

**Certificates:** Training are concluded with the distribution of certificate to all trainees in token of their participation.

A thorough focus is laid on critical analysis of feedback and evaluation. Necessary corrective steps are taken to address the gaps.

### **LIST OF TRAINING COURSES PROPOSED in 2019-20**

The Extension Training Centre is having capacity to accommodate 170-200 participants in 05 Lecture Halls at once (including Computer Lab). The list of training courses proposed in the institute during 2019-2020 is given below.

1. Development of Modules for Refreshers Training to Superintendents / Senior Assistants/Junior Assistants/Typists
2. Development of Modules for Sarpanches Training Programmes by Faculty of ETC
3. Development of Modules for Panchayath secretary Training Programmes by Faculty of ETC
4. Systematic Approach on Training to Certified Master Resource Persons by NIRD & PR
5. ToT programme on the Role of Youth in Rural Development
6. ToT programme for Sarpanches Training
7. ToT programme for Ward Members Training
8. ToT programme for MPTC Training
9. Foundation Training to Directly Recruited Panchayat Secretaries - 2019
10. Foundation Training to Newly appointed Junior Assistants of PR& RD Department
11. Foundation Training to Promotee EOs(PR&RD)
12. Foundation Training to Newly Elected Mandal Parishad Presidents

13. Mainstreaming Sustainable Development goals through GP to Eos(PR&RD)
14. NIRD & PR Networking Programmes
15. One day workshop on Audit Objections in GPs to Panchayat Secretaries (Grade I & II)
16. One day workshop on the importance of Front Office Management to Administrative Officers of MPPs and Eos(PR&RD)
17. One day workshop on Innovative and best Practices in Rural Administration to MPDOS
18. One day workshop on Inspections and inquiries in GPs to EOs(PR&RD)
19. One day workshop on Quality in Office Performance to Administrative Officers of MPPs
20. Orientation to the Supervisors of Women & Child Welfare Dept. on Gender issues, SDGs, Child Friendly Panchayats and Personality Development
21. Refresher Training for Adopting ICT for Good Governance for effective local administration to EOs(PR&RD)
22. Refresher Training on Planning Process 2020-2021 under MGNREGS to MGNREGS staff
23. Refresher Training to Ministerial Staff of PRIs on Mandal Parishad Procedures and Personality Development
24. Refresher Training to Panchayat Secretaries
25. Refresher Training to Panchayat Secretaries on Office Procedures
26. Refresher Training to the Ministerial Staff of PRIs
27. Exposure Visit to MPPs of Rayalaseema Region to the Beacon Panchayats in Kerala
28. ToT on Planning Process 2020-21 under MGNREGS
29. ToT on the training on Eradication of Drugs and Alcohol to Resource Persons pool of ETC
30. Training on Permissible Works under MGNREGS for the Development of GP to EOs(PR&RD)
31. One day Orientation on the role of Youth in Rural development off campus

### **C. Functional boundaries :**

As per EoT guidelines, I am required to focus my attention on a clearly defined part of an EoT function in the organization, chosen for this project. It essentially requires to define boundaries of an organization's EoT function besides identifying key stake holders responsible in the EoT function.

ETC Srikalahasti which is the organization chosen for this project, is a regional training institute with a clearly defined mandate to impart capacity building and trainings to all functionaries working for 3 tiers of Panchayat Raj institutions namely Gram Panchayats ( 4031 ), Mandal Parishads (231) and Zilla Prishads (4) in the Rayalaseema region of Andhra Pradesh. Functionaries include elected public representatives namely Sarpanches (4031), Ward Members ( 39639), Mandal Parishad Presidents (231) Mandal Parishad Territorial Constituency Members ( 3124), Zilla Parishad Chairpersons (4) and Zilla Parishad Territorial Constituency Members (231) in the 4 districts of the region. In addition to elected representatives, the clientele group include the officials namely Chief Executive Officers ZPPs (4), District Panchayat Officers (4), Divisional Panchayat Officers ( 12 ), Block Development Officers ( 231) Executive Officer PR&RDs (231) Panchayat Secretaries ( 4031) and Ministerial/support staff ( 2249). Training programs are chalked out for these functionaries using guidelines issued under Trainer Development Programmes, duly utilizing the funding support provided by Government of India and AP state Government under a centrally sponsored schemes like RGSA, MGNREGS and other PR&RD programmes. Accordingly a calendar is developed for 2019-2020 after a taking up TNA

The training programmes thus adopted in ETC Srikalahasti consist of 13 training courses covered in (108) batches costing about Rs137.89 lakhs

The training course now taken up for EoT study is a part of the above training courses included in the training calendar of the training organization i.e ETC srikalahasti. The details of the training course taken up for the study are given below

Training course ID:

Training course Title: Foundation Training to Newly Recruited Panchayat Secretaries (Grade V) on domain area.

Total No. of trainees:2500

No. of Batches: 50

Total cost of training: Rs.4500000/-

Batch selected for present EoT study: Batch No. - 3

No. of trainees in the selected batch: 50

Cost of batch 3 training Course : Rs.90000/-

Venue of Training: ETC srikalahasti Chitoor District AP

Dates of training: 18.11.2019 to 23.11.2019

Course director: Samatha Yaramala

Course faculty:

Sl. No.	Name of the internal Faculty	Name of the External Faculty
1	Smt.G.Rajyalakshmi, Gazetted Instructor	Sri J.B.Nagaraja Kumar, Rtd.EO(PR&RD)
2	Smt.A.Prasanthi, Sr.Faculty	Sri Raveendranath Tagore, Rtd. EO(PR&RD)
3	Smt.S.Padma Rani, Sr.Faculty	Sri S.V.Ramana, Rtd. Panchayat Secretary
4	Smt.Y.Samatha, Sr.Faculty	Sri Madhusudhan, Panchayat Secretary
5	Smt.M.Rupa Rani, Sr.Faculty	Sri Chirra Reddy, Rtd. Panchayat Secretary
6	Smt.D.R.Manjula Devi, Jr.Faculty	Sri Dawood, Rtd.Supdt.
7	Sri R.Jithendra Kumar, Jr.Faculty	Sri Ali, Yoga instructor
8	Sri K.Munirami Reddy, Computer Faculty	

**Stake holders identified for the EoT study:**

1. **Trainees:**50 recently recruited Panchayat secretaries (Grade V) drawn from Chittoor, Kurnool, Kadapa and Ananthapuram districts.

- Job description : They are key level functionaries working in Grama Panchayats (Village Secretariats) to perform core function in local administration such as providing drinking water, sanitation, Street lighting, road connectivity and citizens services besides other administrative and development functions
- Age profile : Trainees belong to an average age group of 24 years.
- Education background :60% have technical qualification such as B.Tech,M.Tech, MCA etc.,

## **2.Training institute :**

- a) Principal : Head of the institute,Smt.M.Nagapadmaja
- b) Trainers :- Course Director : Smt. Y.Samatha

Internal Faculty – 8

External Faculty -7

Support staff - 7

**3. Apex training institute (APSIRD&PR) :**Andhra Pradesh State Institute of Rural Development is the state level apex institute supporting ETC,Srikalahasti in terms of funding and guidance.

**4. Client organization :** The Minister,PR&RD,Principal Secretary, PR&RD, Commissioner PR&RD, Government of AP assisted by CEOs,ZP,District Panchayat Officers,MPDOs and EO(PR&RD)s.

**5.Funding organization :** PR&RD Department, Government of AP.

**6.Grama Panchayats:** 50 Grama Panchayats, where Newly Recruited Panchayat Secretaries are working as executive officers.

Thus this EoT study is carried out in ETC,Srikalahasti, duly confining to a representative sample of batch of 50 Trainees out of a total of 2500 trainees scheduled for a training course carried out in the training centre.Normally training institute conducts about13 (108 batches)such training courses in a span of 1 year.

## **3. Areas of improvement :**

## **a. Why Change? (Purpose of this EoT study )**

The purpose of carrying out any EoT study has to be clarified for the following reasons. The EoT study provides a basis for making decisions about the effectiveness as well as efficiency by which the training has been delivered. When training objectives are achieved it is called *effective training*. When training objectives are achieved within the given resources, it is efficient training. If the training objectives are not achieved it is Non-effective training. A training is called non efficient if it consumes more resources for the same outcome. Thus the purpose of this EoT study is to arrive at decisions about the effectiveness and efficiency at which the training has been delivered and there by suggesting possible improvements if any.

The effectiveness of training in the present EoT study will be assessed in terms of the training outcomes brought in the knowledge, skills and Attitude (KSA) of trainees who have undergone training.

The trainees covered in this EoT study are the Panchayat Secretaries (Gr-V) who are the field level functionaries, recently recruited through a competitive examination. They are posted in Village Secretariat (Gram Panchayat Office) to perform multifarious functions. Primarily they are responsible to carry out various statutory functions required under AP Panchayat Raj ACT 1994 and other coordinating and development functions in local governance. The real challenge is that, they are expected to perform crucial functions as a Drawing and Disbursing Officer (DDO) as a team coordinator to a team of 11 functional assistants working in Village Secretariat. Further it is a foundation training course intended to induct them into a Government Service which they will pursue for next 30-35 years.

Thus, there is a tremendous responsibility on the part of the training institute to analyze the training needs, design the training course, and implement it for tangible outcomes in terms of improvement in KSA. Unless these outcomes are achieved the training course delivered in the training institute cannot be effective. Further, the resources spent for delivering the training will also be assessed in relation to the training outcomes achieved at the end of the training course.

This EoT study further throws light on the kind of training environment existing in the Training Institute based on the training methods, Methodologies applied infrastructure available and utilized assessment methods applied, trainers' strength and competencies, there by suggest improvements for further trainings.

## **b. Levels at which EoT is Proposed:**

A quick recapitulation of EoT model provides me an opportunity to understand the two models of EoT namely Easter by – Smith model (purpose based) and Hamblin –Kirk Patrick model (level based). When the 4 purposes (Learning, Proving, Improving and Monitoring) and 4 levels (Reaction, Learning outcomes, Job performance and Result Achievement) are fitted into a matrix, it offers an EoT matrix with 16 cells (L1-L4, P1-P4, I1-I4 and M1-M4).

This EoT study (presently perused) considered the following facts –

- a) That the training course is organized in a training institute i.e., ETC, Srikalahasti, AP as Residential Course.
- b) That the trainees are young graduates, newly recruited to Govt. Service as Panchayat Secretaries to work in village secretariats (as field executives) with multifarious functions and responsibilities.
- c) That the duration of training is 6 days only, which is sufficient to deliver the training to achieve certain training outcomes mostly to enrich knowledge of trainees coupled with few skills. With regards to change in the attitude of trainees a positive impact can be created at the training institution level, which may be difficult to sustain unless the client organization puts special efforts to sustain the same.
- d) That, the trainees are expected to perform as full-fledged Panchayat Secretaries with requisite knowledge, skills and attitudes immediately after trainings.
- e) And that there is no scope for capturing training outcomes after going out of the training institute due to paucity of time in the circumstances, the training outcomes in this EoT study can be best captured at reaction level at cells L1 and P1. It also provide scope for testing the impact at I1 and M1.
  - a. However, considering the fact that these trainees on completion of 6 days training are expected to perform duties as full-fledged Panchayat secretaries in the Village Secretariat where they are posted.It is felt desirable to study the learning outcome at further deeper level i.e., L2.
  - b. Hence, it is proposed to study EoT at cell – L2 as primary cell and L1-P1,I1, M1and P2 as subsidiary cells.

## **EoT Matrix**



Purpose Levels ⇒ ↓	Learning Process	Proving	Improving	Monitoring
Reaction (1)	L1	P1	I1	M1
Learning outcome(2)	L2	P2	I2	M2
Job Performance (3)	L3	P3	I3	M3
Result achieved(4)	L4	P4	I4	M4

Primary cell



Subsidiary cells



### **C. Deficiency in the system for evaluating training:**

The training institution, ETCs Srialahasti is having a manual in which the following items relating to evaluation of training are mentioned.

1. After the successful completion of training the course Director should conduct evaluation in the computer lab specially designed for this purpose are with manual feedback form.
2. He/She shall also visit the districts to interact with the trained participants at the field level to evaluate how the training helps the participant in improving their performance. This should be continuous processes.
3. Gist of all evaluation forms of participants at the end of training programme made compulsory

The current practice in the training institute with regard to EoT function is narrated below duly listing out the deficiencies in various steps involved in SAT (Systematic approach to Training).

SAT Step (INDIA)	Activity in practice	Deficiency
1. Identification of training needs.	Training needs analysis (TNA) is done through a workshop to identify gaps. Some of the faculty got trained on TNA.	TNA is conducted mainly to identify the knowledge gap rather than gaps in skills and attitudes.
2. Training Design	<ul style="list-style-type: none"> <li>a) Targeting too many training objectives in a single training course</li> <li>b) Not properly defining Performance objectives</li> <li>c) Training course reading material, manuals and training modules are designed to address knowledge gap.</li> <li>d) Training manuals and other reading material are supplied to trainees at the time of conducting training, but not before.</li> </ul>	<ul style="list-style-type: none"> <li>a) Confining to achievable targets in defining training objectives as per the duration of time.</li> <li>b) Defining Training, Performance and enabling objectives in measurable terms.</li> <li>c) Performance gap due to lack of skills and attitudes are not is not adequately considered while designing training courses.</li> <li>d) Distance learning material is not planned. Andragogy is not taken into account.</li> <li>e) Professional approach to evaluate training content and training modules is lacking.</li> </ul>
3. Training implementation	<ul style="list-style-type: none"> <li>1. Information to the participants is routed through district administration.</li> <li>2. Intimation through Communication letter</li> <li>3. Training methods mostly focused on knowledge part</li> <li>4. Content focused mainly on knowledge</li> <li>5. Trainers attended limited Trainers' Development programs</li> <li>6. Inadequate facilities for comfortable stay of differently abled, pregnant and lactating trainees</li> </ul>	<ul style="list-style-type: none"> <li>1. Timely intimation and relief</li> <li>2. Course brochure highlighting course objectives and course content</li> <li>3. Suitability of Training methods to address Skill and attitudinal gaps.</li> <li>4. Redesign of content to suite practical orientation and attitudinal aspects.</li> <li>5. Trainers need timely refresher courses in TDP</li> <li>6. Lack of Enabling environment for differently abled, pregnant and lactating trainees .</li> </ul>

	7. Less focus on Self learning methods in the schedule	7. Self learning methods are not embedded
4. Training Assessment	<ol style="list-style-type: none"> <li>1. Regular questionnaire focusing only on knowledge part for entry , Mid and exit level assessment</li> <li>2. Assessment by trainers only</li> <li>3. Formal feedback and evaluation only at the end of training course</li> <li>4. Only in-house assessment is done</li> </ol>	<ol style="list-style-type: none"> <li>1. Assessment questionnaires are not suitable to assess the practical orientation of trainees</li> <li>2. Self assessment methods are not embedded</li> <li>3. Immediate Response Questionnaire</li> <li>4. Assessment at the field level to evaluate the achievement of performance objectives by the trainees.</li> </ol>

## 4. Key Aims and Tasks

### A. Key Aims

As per the EoT guidelines, it is essential to define key aims for an organization's EoT function. The intentions of doing the project should be specified. Once the EoT project is done there should be an idea about the purpose for which it should be utilized. The guidelines also suggest that the key aims should be linked to the interests of the key stakeholders. Based on the guidelines the following criteria have been considered to set key aims for this EoT project.

- A. To evaluate a training course in particular, so as to draw conclusions about the impact created on the 4 components of SAT cycle namely Identification of training needs, Designing the training, Implementation of training and Assessment of the training.
- B. To evaluate trainings environment at organizational level in general:-  
The one of the major key aims of this project is to study and evaluate the EoT function at training institution level about various EoT Methods, Methodologies and Tools being used, the training environment in existence and its suitability for achieving desirable learning outcomes (L2).

#### **Thus the key aims for the EoT project are:-**

1. To apply various EoT Methods, Methodologies and Tools learnt in the training programme at SIPARD Agarthala on the training course chosen for the EoT Project at ETC, Srikalahasti so as to test the learning outcomes at L2 level and draw conclusions about the impact created by the training course chosen.
2. To test the suitability of the training environment in ETC Srikalahasti, Chittoor district, A.P. for conducting various training courses in it, based on the findings in evaluation of the selected training course taken up for EoT project.

### B. Key Tasks

While the key aims are the broad intentions for doing an organization's EoT functions, the key tasks are the specific selected items of work. The key tasks should be realistic, achievable and measurable. Therefore, the key tasks in this project are as given below with specific reference to the training course held for Six (6) days in ETC Srikalahasti between 18.11.2019 to 23.11.2019:-

1. Whether training needs of the trainees i.e., Panchayat Secretaries have been properly analyzed to find out the gaps in the performance and if such gaps have been adequately addressed into the training course.
2. To take up Stake holders analysis (SHA) and to map the responsibilities of various Stake holders.
3. To test whether the training content has been relevant to bridge the gaps in the knowledge, skills and attitudes of the trainees.

4. Whether the training course has been delivered properly in a congenial training environment during the Six (6) days course of training at ETC Srikalahasti.
5. To evaluate the assessment methods used in the training course to assess the performance at Entry level, mid course level and Exit level.
6. Whether tangible benefits have been accrued in terms of perceptible change in the behaviors of trainees (KSAs).
7. To assess the EoT systems that are in place in the training institute i.e., ETC Srikalahasti and to recommend future course of action to improve the EoT function in the institute.

### **C. Information required:**

Certain key information is required to pursue this EoT project based on the key aims and key tasks listed above. The said information is mostly available with the training institute i.e., ETC Srikalahasti. The key information is listed below:-

1. Details of the organization which includes the training institute and its controlling authorities namely the PR&RD department, Government of Andhra Pradesh, Commissioner PR&RD department and Commissioner APSIRD and PR.
2. Course Director's report along with enclosures like Course plan, Faculty details and Background materials supplied.
3. Course evaluation questionnaire.
4. Tests conducted details along with question papers and performance assessment details.

## **5. Details of the project**

### **A. Methods , Methodologies and tools used for EoT in this project**

- I. SWOT analysis of the training institution :

<b>SWOT ANALYSIS</b>	
<b>Issue :- Estimating the organizational competence of ETC, Srikalahasti as a Training Institution</b>	
<p><b>STRENGTHS</b></p> <ol style="list-style-type: none"> <li>1. Well connected by Road, Rail and Flight</li> <li>2. Spacious with 36 acres of land parcel</li> <li>3. Vast clientele group (mandated to conduct trainings to thousands of functionaries in local governance)</li> <li>4. Can provide residential accommodation to 200 trainees at a time</li> <li>5. Assured faculty and supporting staff strength to run trainings round the year</li> </ol>	<p><b>OPPORTUNITIES</b></p> <ol style="list-style-type: none"> <li>1. Potential scope to develop a business model for increasing the training days</li> <li>2. New training courses and resource pool can be developed on SDGs and local governance</li> <li>3. EoT systems can be put in place to improve training effectiveness</li> <li>4. By strengthening their District and Block level Panchayath Resource centres which have obligatory training duty, target of off-campus</li> </ol>

<p>6.Training programmes sponsored by Government of Andhra Pradesh, GOI(MoPR, MoRD),NIRDPR</p> <p>7.Training fund accrued as corpus which is utilized for maintenance</p> <p>8.Proactive Administration in ETC and it's Apex organization APSIRDPR</p>	<p>programmes can be achieved successfully</p> <p>5.Scope for the improvement of learning environment</p> <p>6.Effective utilization of available infrastructure and land</p> <p>7.Improving Trainers competencies by deputing them to Trainers Development Programmes (TDPs)</p> <p>8.Facilitating Pilots and model villages by the institution will improve the credibility from clients and trainees</p>
<p><b>WEAKNESSES</b></p> <ol style="list-style-type: none"> <li>1. Purely depending on Government sponsored training programmes without having any share from non-Government</li> <li>2. Conducting trainings for about 110 days only in a calendar year</li> <li>3. Lack of vision plan to adopt any business model for sustainable growth</li> <li>4. Lack of commitment to improve the quality of resource pool/faculty</li> <li>5. Lack of Resource cells and core faculty</li> <li>6. No research projects on PR &amp; Rd are taken up by the institution</li> <li>7. Not capacitated to conduct off campus programmes effectively due to weak District and Block level Training institutes</li> <li>8. Inadequate Library facility</li> <li>9. No regular staff and faculty..All are on deputation from PR &amp; RD department. some incapable staff and faculty are also getting postings</li> <li>10. Mostly trainings are on PR &amp; RD. Less emphasis on trainings to other Line departments</li> <li>11. Weak Review mechanism on Trainees feed back</li> </ol>	<p><b>THREATS</b></p> <ol style="list-style-type: none"> <li>1.Merger threats from the sister departments in the Government</li> <li>2.Inability to harness technological advantages</li> <li>3.Not much emphasis on practical oriented trainings leads to trainees' and clients' dissatisfaction</li> <li>4.Growing importance to off campus/out- reach training programmes</li> <li>5.Experienced faculty and staff leaving for better opportunities or repatriated to parent department</li> <li>6.Delay in the release of Budget from funding agencies</li> <li>7.Sudden cancellation of Training programmes due to Governments flagship programmes</li> <li>8.More performance objectives-less duration of training course</li> <li>9.Uncertainty in the relief of participants until one day before the training course</li> </ol>

## II. **Stakeholder analysis :**

### **a. List of Stake holders :**

- Trainees – Panchayat Secretaries (Gr- V)
- Training institute : Extension Training centre, (ETC) Srikalahasti, headed by its Principal, Smt.Naga Padmaja
- Trainers :- Headed by course director, smt. Samatha yaramala
  - Internal Faculty – 8
  - External Faculty -7
  - Support staff - 7
- Apex training institute :- Andhra Pradesh State Institute of Rural Development and Panchayat Raj (APSIRD&PR) .
- Client organization :- Commissioner Panchayat Raj & Rural Development AP who is assisted by district level officers, (CEO, ZPP, & District Panchayat Officers)
- Funding organization :- Panchayat Raj & Rural Development Dept., Government of Andhrapradesh
- Grama Panchayats :- Institutions of local self government at village level where the trainees are working as Panchayat secretaries

### **b. Key issues identified :**

- ✓ To estimate organisational competence in terms of SWOT in ETC
- ✓ Addressing TNA shortfalls to cover skills and attitude changes
- ✓ DLM preparation and implementation
- ✓ Testing the relevance of training manual and reading material to address the performance gap
- ✓ Learning log adoption
- ✓ Improving training methodologies duly keeping focus on imparting skills to bring about attitudinal change in certain practical aspects
- ✓ Improving the standard of questionnaire in entry and exit tests to taking into consideration to assess the practical orientation of the trainee.
- ✓ Redesign of the feedback and evaluation formats
- ✓ Introduce course Brochure during correspondence to the concerned officials
- ✓ Trainers need re orientation refresher courses in Trainers Development Programs.
- ✓ Prompt relief of trainees for undergoing training at ETC.
- ✓ Creating enabling environment comfortable stay of differently abled trainees, Pregnant and lactating women trainees.

Internal stakeholders	External stakeholders
Training institution ETC, Srikalahasti	- Client organization
Training institution - APSIRD	Funding organization
Trainers	G.Ps
Trainees	
Supporting staff	

## Stakeholder responses

+ Supportive - Negative 0 Neutral ? Uncertain

Key issue	Internal					External		
	TI-ETC	TI-APSIRD	Trainers	Trainees	Support staff	Client Org.	Funding Org.	GPs
SWOT	+	+	+	0	0	+	+	0
TNA	+	+	+	0	0	0	0	0
DLM	+	+	+	+	0	0	0	0
Learning log	+	+	+	+	0	0	0	0
Training methodologies	+	+	+	+	0	0	0	0
KSA	+	+	+	+	0	0	0	0
Standard of questionnaire	+	+	+	+	0	0	0	0
Redesign Feedback forms	+	+	+	+	0	0	0	0
Course brochure	+	+	+	+	0	+	0	0
TDP	+	+	+	0	0	0	0	0
Relief of trainees	+	+	+	+	+	-	0	?
Enabling environment for women and differently abled	+	+	+	+	+	0	0	0



## Interpretation of the Strong and weak stakeholders

- Training institutions, ETC, Srikalahasti and APSIRD, Trainers and trainees are very supportive regarding all key issues
- Trainees are supportive towards change in the existing system for key issues.
- Client and funding organizations, Gram Panchayats are mostly neutral and indifferent

## B. Responsibility mapping :

\* Responsibility – R, Approving Authority – A, Supporting – S, Inform-I

Actions	Actors							
	TI-ETC	TI-APSIRD	Trainers	Trainees	Support staff	Client Org.	Funding Org.	GPs
SWOT	R	R	R	I	S	S	S	I
TNA	R	A	R	I	S	R	R	I
DLM	R	A	R	I	S	S	S	I
Learning log	R	S	R	R	S	S	S	I
Training methodologies	R	A	R	S	S	S	S	I
KSA	R	A	R	S	S	S	S	I
Standard of questionnaire	R	A	R	S	S	S	S	I
Redesign Feedback forms	R	A	R	S	S	S	S	I
Course brochure	R	A	R	I	S	S	S	I
TDP	R	A	S	I	S	S	S	I
Relief of trainees	I	S	S	I	S	R	A	R
Enabling environment for women and differently abled	R	A	S	I	S	I	I	I

## C. Implementation details :

**Name of the training course:-** Foundation Training to Newly Recruited Panchayat Secretaries (Grade V) on domain area.

**Venue of the training :** - Extension training centre, (ETC) sri kalahasthi, chittoror dist, Andhra Pradesh

**Dates of training :** - 18/11/2019 to 23/11/2019

**Type of course:** Foundation course :-

The Foundation course consist of 2 parts,

Part – I Covering general matters of administration for 6 days.

Part – II Covers Domain area on Panchayat Raj Subject for 6 days.

Part – I Training has been completed at district level in October – November 2019.

Part – II is now planned and implemented in ETC Srikalahasti

**Trainees:** Newly Recruited Panchayat Secretaries (Grade V) through competitive exam held in 2019

**Course Director :** - Y. Samatha, Sr. faculty in the ETC

No of trainees taken up for EoT study – 50

**The following arrangements are made in the identification of training needs, design of training, planning and implementation of training to deliver this training course.**

## **1. Training Needs Analysis:**

In the context of newly established “Village Secretariat” and “Village Volunteer” System in the Villages of Andhra Pradesh State, current training needs are analysed through workshops involving various stake holders like, CEOs of Zilla Parishads, District panchayath Officers, MPDOs, DLPOs, EO (PR&RD)s, existing Panchayat Secretaries, ERs, at State and ETC level by the Department of Panchayath Raj & Rural Development,.

### **A. Organizational Training Needs:**

As Department of Panchayath Raj, Andhra Pradesh has embarked on major reforms by establishing “ Village secretariat” and “Village Volunteer” System in Villages, now a new model of administration began where door step delivery of Government services, accountability and convergence of various departments are important objectives . In this new set up ***Panchayath secretary has the crucial role as Convenor /Executive authority of Village Secretariat and has to act as a team leader with more capabilities to run the administration effectively.*** Building their capacities through required Knowledge, Skills and Attitude to run the new administrative set up is the main need of the organization

### **B. Job Needs Analysis:**

- Administrative Functions
- Financial Functions
- Development and welfare Functions
- Regulatory Functions
- Convergence Functions
- Management skills

### **C. Task Needs Analysis**

To the freshly recruited Panchayath secretaries who have no functional knowledge and experience to do their job’s key tasks with satisfactory performance, the following needs are identified

- Knowledge on A.P PR 1994 Act provisions and importance of Local governance and its systems
- Core functions of Grama panchayaths
- Statutory and regulatory Functions
- Office procedures
- Financial matters relating to GP administration
- Development and welfare programmes
- GP Planning-Participatory methods
- Records maintenance
- Own source Revenue
- Computer Skills to operate different softwares
- Leadership qualities-Team leader

- Conflict management
- Communication Skills-social and behavior change communication
- Citizen centric behavior
- Ethics and moral values in administration
- Practical skills relevant to field situations
- Yoga for healthy life style and stress management

## **2. Aim of the training course:**

The course aims at introducing concepts in new administrative system and Good Governance in Gram Panchayats by equipping participants with requisite skills, knowledge and attitude.

## **3. Objectives of the training course**

### **A. Training Objectives:**

After the completion of training, Participants will be able to:

- Acquire practical domain knowledge of GP administration and their duties.
- Administer leadership qualities to converge and co-ordinate with all other functional assistants
- Acquire knowledge to prepare a holistic Gram Panchayat Plan.
- Gain knowledge on Welfare and development programmes
- Practical orientation on e-governance
- Sensitization in dealing with public and their grievances

### **B. Performance Objectives:**

After the completion of training, Participants will be able to:

- Increase the satisfactory level of people through effective administration.
- Achieve an improvement in performance indicators to run local self governance
- Achieve participation of people in Panchayat development
- Achieve convergence of line departments towards a common goal

### **B. Enabling Objectives:**

After the completion of training, Participants will be able to:

- i. Ensure door step delivery of services
- ii. Facilitate Elected Representatives for smooth administration.
- iii. Proper maintenance of Records
- iv. Conduct statutory meetings as per guidelines.
- v. Use statutory and regulatory powers for the proper maintenance of drinking water, sanitation, roads and street lights(Core functions)
- vi. Improve OSR for self sustenance of GP
- vii. Maintain financial accountability and transparency
- viii. Apply various software applications for e- governance
- ix. Facilitate preparation of Grama panchayat development plan
- x. Establish efficient grievance redressal system as per citizen charter
- xi. Exhibit citizen centric behavior
- xii. Administer Leadership qualities

#### **4. Design of training :**

##### **A.Design Brief**

i. **Client** :Commissioner, PR and RD Department,Andhra Pradesh

ii. **Clientele group** :

- Freshly recruited Panchayat secretaries grade-v
- average age 23
- Different educational qualifications(technical and non technical)
- No Working knowledge
- Majority participants from rural background
- 21% women participants

iii. **Context:**

- New system of village secretariat- platform for convergence
- New responsibilities assigned to the post
- Need for more leadership and coordination skills
- More emphasis on e-governance

#### **iv. Training needs**

- knowledge on A.P PR 1994 Act provisions and importance of Local governance
- core functions of Grama panchayat
- Statutory and regulatory powers
- Office procedures
- Financial matters relating to GP administration
- Development and welfare programs
- GP Planning
- Records maintenance
- Own source Revenue
- computer skills to operate different software,
- Leadership qualities-Team leader
- Conflict management
- communication skills-social and behavior change communication
- citizen centric behavior
- Ethics and moral values in administration
- Practical skills relevant to field situations
- Yoga for healthy life style

#### **B. Out comes:**

Newly recruited panchayt secretaries can

- Adjust to the new working environment
- Acceptable performance in local administration to achieve public satisfaction in service delivery
- Achieve convergence among officials, elected representatives and CBOs towards a common goal
- Encourage people participation in panchayat development
- Facilitate preparation of holistic GP development plans .
- Apply e- governance techniques to improve efficiency in G.P administration

### **C. Constraints:**

- a. **Trainees:** Huge numbers to be trained in short period.
- b. **Availability for Training:** Due to ongoing Govt. programs, participants are not available for training.
- c. **Time:** 6 days time for 1<sup>st</sup> phase of Foundation training (institutional) is not sufficient as training needs are more
- d. **Budget :** Rs.300 /participant/day is not sufficient
- e. **Resource persons :** Shortage of resource persons who have field knowledge, experience and teaching capabilities as three batches are planned simultaneously .Sequence of content changed in 3 simultaneous batches for the convenience of resource person
- f. **Resource material:** Foundation training Manual cannot be printed due to budget constraint. Hence soft copy is planned to be supplied to the participants
- g. **Field visits :** Due to budget constraint, field visits are minimized

**D. Cost benefit:** Funds are allocated as per cost norms to different heads to conduct training. But due to insufficient funds hostel room rents and centage charges are not accrued to ETC.

### **5. Implementation of Training**

- i. Sanction proceedings of budget received from Commissioner PR&RD
- ii. A circular from Commissioner PR&RD to all DPOs regarding the conduct of training and to relieve 20% of total recruited per batch.
- iii. A communication of list of participants from DPOs to Principal, Extension Training Centre.
- iv. Follow up by concerned District Link Officers and DTMs to ensure 100% participation of relieved Panchayat Secretaries.
- V. Ensure participants arrival on the previous night to start the training sharply by next day
- Vi. Design of training
  
- vii. Schedule preparation

- viii. Modified Module as per requirement
- ix. Selection of different training methodologies for transformative learning
- x. Procurement of training material
- xi. Designing and printing of various forms and check lists
- xii. Identification and intimation to Guest Speakers
- xiii. Identification of beacon Panchayats for exposure during field visits and addressing letters to concerned officials
- xiv. Preparation of Pre Test, Content wise quiz questions, Grand Test Paper and Evaluation forms.
- xv. Designing teaching material and aids.
- xvi. Script for role plays.
- xvii. Menu finalization
- xviii .Classroom and accommodation arrangements
- xix. Arrangement of Vehicles for field visit
- xx. Allocation of responsibilities to faculty and office staff
- xxi. keeping AP PR Act 1994 books ready for the participant groups
- xxii. Comparison with training preparatory check list

## **6. Training Strategy:**

About 2000 newly recruited Panchayat secretaries, Grade -V from Rayalaseema districts have to be trained in 3 months. In effect to that 3 batches have to be conducted simultaneously with 40 members per batch for a duration of 6 days.

- First week , 6 days in-campus training in ETC, Srikalahasti with practical orientation
- 2 months field immersion in their respective GPs by giving measurable targets to achieve in the field
- Second week ,6 days in-campus training to assess and revisit learning during Field immersion
  - Every day Morning Yoga class from 5.30 A.M – 6.30 A.M
  - Recap with Quiz on previous day sessions from 9A.M-9.30A.M
  - A classroom session followed by hands on field experience .
  - Group exercises on the same subject in the evenings.



- After the regular sessions Role plays on important topics like Grama sabha, Grama panchayath meeting, Tax collection ,Auctions and Panchayth secretary job chart were embedded in the learning event to sensitize them with practical experience. Pre designed Script is used
- Soft copy of Resource material and module are kept ready prior to training
- Content and session plans are prepared in advance but modified as per entry behavior.
- Monitoring of participants through attendance
- Whats App groups are formed for peer and cross learning, mentoring and delivery of DLM
- Documentation by photos and videos
- Prepared Pretest question papers , daily quiz questions ,weekend test papers in prior
- Arranged Logistics like food, hostel rooms, class room, yoga room and dining hall in advance. Food timings to each batch differ for convenience of crowd management
- Entering Training data in National Training management portal promptly
- Emergency Health needs of the participants are taken care of.

## **7. Training Methods used**

- Lecture
- Group discussion
- Guided reading
- Class room Discussion
- Role play
- Field visit
- Quiz
- Games
- Hands on
- Demo
- Coaching
- Case study
- Group presentation
- Exercises

- Night talks

### **Pre training arrangements**

1. TNA : Training course was planned after considering the gaps in the job chart of Panchayat Secretaries system. TNA workshop was conducted in July with the representatives of all stakeholders under the supervision of apex institution, i.e., APSIRD &PR
2. Subsequently another workshop was conducted in August 2019 to review available training modules, manuals and other reading materiel.
3. After 2 rounds of wetting the above material has been finalised in September 2019
4. Subsequently the Government of A.P which is the funding agency has issued orders for conducting trainings to village secretariat functionaries vide Government orders
5. Similarly orders for release of budget were also issued at Rs.300 per participant per day for a period of 6 days.
6. The client organization, Commissioner, PR&RD has conducted a workshop with Principal, ETC & Faculty to clarify the issues on conducting the training course.
7. Based on the above instructions received from funding and client organisations, the process for conducting the training has commenced at training institute level
8. Course director obtained the approval from the Principal, ETC, Srikalahasti on the cost norms for the course.
9. External guest speakers and beacon Gram Panchayats were identified and intimated through a formal communication.
10. The Principal, ETC has taken up all necessary measures to prepare the training institute for smooth and successful conduct of training program duly addressing all logistical requirements like accommodation, Food arrangements, training kits, class room arrangements etc.
11. The Principal of the training institute i.e ETC, Srikalahasti has communicated circular instructions on dt:... to all the District level officers mainly District Collectors, CEO,ZPP and DPOs working under the control of client organisation and funding oraganisation.
12. All the targeted 2500 Panchayat Secretaries have been divided into 50 batches. Each batch consisting of 50 participants.
13. The institution has divided the training responsibilities among various trainers and supporting staff batch wise.
14. Due precautions were taken by intimating the trainees well in advance that, they should comply with the following instructions:
  - The training is purely residential
  - No attendant will be allowed along with participant

- Every participant shall bring one blanket, sweater, Yoga mat for yoga session
- Every participant shall bring the basic data of their working Gram Panchayat
- During the training the participants are not allowed to avail any kind of leave except in emergencies, and any absence without explicit permission shall be treated as “ unauthorized absence from duty ” and shall be dealt as per rules.
- All the participants shall report at ETC,Srikalahasti on 17-11-2019 by 7.00PM

### **During Training Arrangements :**

- 43 participants from all 4 districts reached the campus by earlier day evening and the rest on the morning of training commencement day i.e. 18.11.2019.
- Participants were received cordially at the reception centre and registration form was administered to capture the participants details at entry level.
- In order to arrive at the entry level behavior, all the participant were asked to write down their ideas on the qualities of an ideal field functionary.
- The batch of 50 participants taken up for EoT study has a composition of 45 male and 5 Female trainees
- Participants’ age varied from 23 years to 36 years with an average of 24 years.
- Basic qualification of most of the participants is Post graduation.
- The training course for 6 days was delivered as per training plan prepared day wise and session wise (Annexure enclosed)
- Daily schedule started with an early morning Yoga session from 5.30 am to 6.30 am.
- The first session commenced from 9.00am and the last session was held till 5.30pm. In between the sessions, there was lunch and tea breaks.
- In the evenings, add on learning experience was given by exposing them to role plays on certain key subjects.
- Session plan included lecture method, guided reading group learning, filed visits, hands on, learning method group presentations, case studies, demonstration etc.,
- The batch was divided into 5 groups (each group with 10) to inculcate team spirit and group dynamics.
- Training included class room session, field exposure and role plays.

## **Assessment methods used**

- Daily tests using objective questions (Quiz) were conducted to assess immediate reactions
- On the first day of training a pre-test was conducted to assess entry behavior using objective questions.
- Their performance in groups were also assessed during groups exercises and role plays.
- A grand test was conducted in 2 parts on the last day to test the exit level performance. Part one question paper for 50 marks was set paper by ETC, while part II paper for another 50 marks was set by APSIRD&PR, the apex institution.
- The training was conducted with the conduct of valedictory in which certificates were distributed to all trainees in taken of their participation.
- The performance of trainees is under assessment process.
- Gaps identified in the implementation.

## **Training outcomes – EoT Matrix**

The impact of the six day training course has been examined as shown below using the EoT matrix. It is a foundation training course intended to bring out change in the knowledge skill and attitude in the trainees i.e., Panchayat secretaries Grade – V.

As already discussed in the previous paras, the evaluation of training will be confined to the changes brought out in the training institute where the training has been delivered. Hence the training outcomes can be examined mostly at level – I, which captures the reactions of trainees during the six days training programme. However considering the fact that the trainees should perform the duties of a full-fledged Panchayat Secretary immediately after completing this training, its proposed to conduct evaluation of training at L2, level. Hence the primary cell is L2, and the subsidiary cells are L1, P1, I1, M1, and P2.

- a)** Reaction at cell (L1)–The reactions at L1, are tested for the entry behavior of the trainees. The trainees were not been supplied with any DLM. There fore the advantages of Androgagy are not utilized in this training course. However the training institution has captured the entry behavior of the trainees by capturing their responses on the following items i.e.,) Details of the Bio-Data in the registration form, ii) A narrative on the ideal qualities of a field functionary, iii) A quiz with objective type of questions on the Panchayat Secretary job chart. These are the formative assessment methods adopted in the institution are appropriate. Which can be described as the first steps in the EoT function. But the Training institution should full-fill the obligations of supplying DLM to save time and expenditure on trainings by encouraging adult learning methods.

The Findings in the assessment of entry level behavior of the trainees are listed below

- Domain knowledge and experience are very limited
- Average age of trainees is 23
- For most of the participants this is their first job
- Majority are Just passed out from colleges
- Aiming higher jobs
- 21% women trainees
- Different educational qualifications –technical and non technical
- Aptitude is good
- Mostly from rural background
- 90 % are Computer literates
- Have Previous training experience -6 days Induction course in their working place (on general topics but not on the domain area in Panchayat Raj)
- Participants Preferred practical learning style
- Have less Leadership qualities
- Willing to participate in training
- Problem in Public speaking

This feedback obtained at L1 is useful to provide a broad idea to the course director and the trainers about the further steps to be taken to deliver the training course effectively

- b) Reaction at cell (P1) – The P1 cell in EoT captures the reaction in “**proving**”. The impact created during the delivery of training is assessed through conduct of quizzes, presentations, mid course tests and final grand test. In this training course daily quizzes and daily presentations are conducted to this satisfaction of the trainers. In addition the feedback obtained from the trainees in the evaluation questionnaire also captured details on the following items. (refer to Gist of Evaluation in Annexure - IV)
- i) 32 out of 50 (64%) participants said that the training course was very useful to them, immediately in their job. 28 out of 50 (56%) said that the training course would be very useful to them for their future jobs also.

- ii) The training course was delivered with a moderately practical orientation. (16 % said highly practical oriented, 48 % said practically oriented to a great extent, 32% said practically oriented to a limited extent and 2% said it was not at all practically oriented)
- iii) All most all the participants have opined that the material supplied in the training sessions is relevant and related to the course content, They are also of the opinion that the structure of the course and delivery of the course content are meeting the training objective.
- iv) The Feedback also indicated that the participants have largely understood the training content delivered to them. A topics very well understood by them are Gram Sabha, Gram Panchayat Meetings, taxation conduct of auctions and cash book writing. The least understood topics are Gram Panchayat Budget - , audit and surcharge records maintain in GPs, layout approval etc...

The overall impression of the trainees about the training course was excellent (54%) and Very Good (34%) and Good (12%). The above points indicate that the training objective has been fulfilled at P1 level

- c) **Reaction at cell (I1)** – Even though Satisfactory outcomes are noticed at L1, P1, levels, there are several areas for improvement as per the feedback. There is scope for improvement in delivering the training course particularly in brining practical orientation. To impart more skills to develop positive attitudes in the trainees have indicated certain specific topics for improving the learning’s. In financing matters, core functions like, sanitation, Roads, Health etc..., leader ship issues etc...
- d) **Reaction at cell (M1)** – Based on the reflections noticed at L1, P1, I1, Cells the monitoring aspect of EoT Function at reaction level can be assessed at M1 cell. As already discussed above the trainees feedback conformed that the training course has been useful to them not only for the immediate job performance but also for future jobs. However they also confirmed that the course is well structured and the course content has been relevant. This indicates that the training needs assessment and the design of training course have been properly done. However there is scope for improvement in terms of making the training course more towards a practical oriented one.

With regards to the logistical support, majority of the participants expressed satisfaction about the services provided in the training institute. The service wise satisfaction levels are (a) reception (78% ) b) residential accommodation (90%) c) room services (82%) d) food quality and services (78%) e) classroom facilities (94%) f) interaction with the faculty (86%). This response validates the training implementation process in the training institute, denoting that there is positive learning climate existing in the training institute i.e., Extension Training Centre, Srikalahasti. The learning climate prevailing in the training institution is estimated using a 12 point questionnaire which resulted that the institute scored 53 marks out of the maximum 72 marks. These findings are in agreement with the findings of the trainees feedback to confirm that there is a positive learning climate in the training institution.

The assessment methods adopted in the delivery of the training course include quizzes, presentations mid course level and exit level tests as per the training feedback (54%) of the participants rated it as excellent, (34%) as very good and (12%) as good, on the other hand the training outcome shall also be tested based on the performance of the trainees in the tests conducted on them. In the grand final test which is considered as the exit test the performance of trainees in terms of the marks obtained by them is given below. See Annexure - VI

<b>Percentage of marks (range)</b>	<b>No of Trainees obtained the marks</b>	
91 to 100	1	(2%)
81 to 90	13	(26%)
71 to 80	24	(48%)
61 to 70	10	(20%)
51 to 60	2	(4%)

The data shows that all the 50 trainees secured marks above 50%. Majority of them (48%) fall in the marks range of 71 to 80. This data suggest that there is positive correlation between the rating given in feedback report (excellent (54%) and Very Good (34%) and Good (12%) and the marks obtained in the grand test. Hence, based on the above findings in M1 cell, the evaluation of training function on TNA, DoT, planning and implementation of training at reaction level has been carried out.

The activity at M1 cell will have an influence on the next level evaluation at level 2, i.e., in the cell L2,

- e) **Learning outcomes at (L2)** – After thoroughly considering the evaluation taken up at reaction level in L1, P1, I1, and M1 cells, there is necessity to evaluate the training function at L2, Level also. The L2 cell becomes primary cell for this EoT study because the Panchayat Secretaries (the trainees) after completing the 6 days training course are expected to deliver services directly to the citizens in the Gram Panchayats, for which learning outcomes at level 2 are more pertinent rather than the changes at reaction level (level 1).

When the evaluation of training is carried out at L2 cell, it is observed that the TNA, DoT, planning and implementation arrangements made at reaction level (L1, P1, I1 and M1) are insufficient to evaluate the trainings at L2 cell. The training content, training methods and assessment methods used at level 1 (reaction) are suitable to deliver the training course in a conventional approach, aiming at changes in the knowledge levels of the trainees without giving weightages to skills and attitudes. However, in the light of the specific training objective to impart skills and attitudes on core subjects like Drinking Water, Sanitation, Street Lighting, Roads Network, Layouts Development it is necessary to give impetus on the practical orientation in the training course. Hence, the impact assessment should be at learning outcomes level i.e., L2 cell. In this context the training content should be revisited to include more practical sessions to impart skills. The training methods should also be changed from class room methods to open field techniques. The feedback questionnaire should also be suitably changed to capture the details on the practical orientation. The tests conducted in the institution like quizzes, mid level test and final grand test are also insufficient to get the feedback on the learning outcomes, because the tests are intended mainly to capture the immediate responses in the objective form questions rather than testing the skills of the trainee in performing certain tasks on certain field level problems. In the circumstances explained above, the EoT study when carried out at reaction level (Level1) is indicating that the training objective has been fulfilled and the training course delivered for 6days is very effective. Whereas the training objective is not adequately fulfilled and the training course delivered for the 6 days is not so effective at L2 cell due to lack of practical orientation



in the Structure, Content and Methods used in the training course.

The efficiency of training can also be examined with reference to the resources spent and the training outcomes achieved. The institute spent about Rs. 800/- per participant per day for imparting training. The cost of 6 days training for participant is Rs. 4800/-. Considering the effective performance of trainees found at reaction level, the training course delivered for the 6 days can be said to be efficient at level 1, whereas it is not so efficient when the performance found at level 2 is considered in the given circumstances.

The other subsidiary cells namely P2 and L3 are also relevant because the trainees after resuming their duties in their work stations are expected to prove that the learning's happened at the training institute are put into practice at field situations successfully. The client organization is responsible for ensuring such outcomes.

### **Learning Climate**

The questionnaire containing 12 questions has been administered by me in the training institute i.e., Extension training centre to capture the details on the learning climate prevailing in it. There is plenty of space and excellent working condition in the institution. However, the facilities are mediocre in respect of the learning resources, encouragement to learn, giving value to the ideas, sharing of ideas, quality standards, recognition and rewarding system etc. The training institution has scored 53 marks out of the maximum 72 marks. It indicates that the institution is doing good job but there is scope for further improvement in near future. The Principal and faculty of the training institute have set a target of obtaining about 65 marks in next one year.

### **D. Action Plan**

Based on the gaps identified in this study and after holding 3 rounds of consultation with the training institute, the ETC Srikalahasti has agreed to adopt the following measures and improve its EoT function.

1. The Training institute has resolved to set it's training objective more specific and measurable rather than overcrowding with several items.
2. It has agreed to revise the session plan of 90 minutes duly dividing it into 3 components:
  - a) Presentation / lecture by the trainer – 30 minutes

- b) Guided reading of training content -30 minutes  
(By the trainees under the supervision of Trainer)
  - c) Clarifications, question & Answers and brief assessment -30 minutes
3. The training institute has been thoroughly convinced to adopt the KSA as buzz word here after and resolved to keep focus on conducting TNA exercise for addressing the gaps in skills and attitudes of the targeted trainees in addition to the gaps in their knowledge levels. The TNA exercise would vigorously pursue the gaps in skills and attitudes on the selected subjects, each year till sustainable changes in the job performance is witnessed.
  4. The training institute has agreed to prioritize the key subjects/topics rather than over crowding the topics. In respect of Panchayat Secretaries training which is evaluated now, it was agreed in principle to limit the course content to 100 key topics for improving the knowledge level and 20 topics for improving skill and attitude.
  5. As the trainees are expected to perform duties in a field situation and bring out tangible outcomes, it is agreed to include practical sessions during the training course. Accordingly it is agreed to devote 40% of training sessions to impart practical training skills. Emphasis be laid on organizing role plays duly involving the trainees themselves to participate, with the predesigned script.
  6. As the training institute is expected to deliver trainings on thematic areas like drinking water, sanitation, street lighting, roads networking, lay outs development etc, the ETC has agreed to develop certain thematic parks its sprawling campus to enable a real time learning experience to the participants. The training institution has started preparing a layout plan locating different thematic parks within the 36 acres of land parcel available with it.
  7. The ETC took a serious note that the client organization functionaries working at district level are normally reluctant to relieve the trainees for attending training on the pretext of certain exigencies. Therefore, it is decided to invoke the statutory provisions that requires time bound completion of conducting trainings, in the circulars communicated by the ETC., However, it is well appreciated that the ETC is pursuing with the client organization vigorously to obtain the participation of trainees.

8. As there is no practice in the training institution to adopt learning log, the training institution on sensitization has agreed to introduce learning log as an integral component of training process.
9. Although the assessment methods used in the training institution are satisfactory, it has agreed to improve the standard of questions to test the depth of understanding the subject and its application to the real time filed level situations.
10. The training institution has realized the importance of andragogy and agreed to develop DLM as a part and parcel of training material.
11. The training institution has agreed to build upon the existing resource base and improve the competencies of existing faculty members, both in TDPs as well as certain thematic areas.
12. Imparting training to support staff is found to be essential in ETC.
13. Training Institute has resolved to continue the Gender sensitive and child friendly measures and creating enabling environment to differently abled persons by providing creche, incinerator and wheel chairs, etc...
14. As measure to sustain the learning climate in the institution, it was agreed to put in place a preventive maintenance system on classroom infrastructure, hostel accommodation and other training aids to avert sudden break downs.
15. ETC has agreed to strive hard to improve it's score on learning climate from 53 to 65 with in one year.

## **E. Anticipation of further changes over the years – inbuilt review system**

The ETC, Srikalahasti has got the following review system to deal with the EoT function of the institution

As per the training manual, prescribe the Government, there is a managing committee with the following members. :

- a. Commissioner, APSIRD &PR – Chair person
- b. The Principle, ETC – Member Convener
- c. All the CEOs, DPOs in the jurisdiction of ETC
- d. PD,DRDA and DWMA in the district in which ETC is located
- e. Sate link officer (SLO)of NIRD

- f. Link officer of ETC from APSIRD
- g. One professor from local University who is having experience in PR&RD issues.
- h. One of the Senior faculty members in the ETC concerned on rotation basis.
- i. The Senior DRP of ZP training cells in the ETC jurisdiction
- j. One representative of reputed NGO in the area

However, It is found that the committee is not meeting regularly which may be addressed properly.

Further the ETC has put in place a link officers system, wherein each faculty is attached to a district to maintain continuous association with the field realities, which is serving a limited purpose.

Thus, the existing review system on EoT is not adequate to assess the total value of trainings as required under the definition of EoT. In view of above the following measures are proposed to strengthen EoT function in the institute.

1. The ETC is connected organically to a chain of training institutions at different levels. The advances and new developments in the training methodologies may be learnt and shared with its peers as well as apex training institutions like APSRID & PR and NIRD & PR. This arrangement helps to improve the internal competencies of training institution.
2. The ETC Srikalahasti, can also consider to send it's faculty members to undergo the trainings on EoT conducted by the DoPT, Government of India, so that a trainings evaluation system in the institution will improve.
3. The apex training institute i.e., APSIRD & PR can also come forward with a scheme to conduct EoT study at regular intervals in all the training institutions working under it's control in the state.
4. During the consultation meetings held with the principal and faculty of ETC, Srikalahasti. I found a lot of positive environment created in the institute. It gives me a hope that the learning climate in the institute will change rapidly towards improvement in the total value of the training system. The resonances for such hope are visible in the first steps they made in that direction as they have already introduced some of the EoT methods tools and methodologies into their trainings in December 2019.

## **6. Benefits from the project :**

This EoT project is aimed at studying the EoT function of the training institution namely ETC, Srikalahasti, Chittoor District, A.P.

The study went into the details of the existing methods and methodologies.

It identified certain gaps in planning, implementation and assessment of training programme.

The benefits obtained the study are divided into three parts

1. Benefits to the training institute
2. Benefits to other stakeholders
3. Benefits to me personally

**1. Benefits to the training institution :** The study has brought the following benefits in the EoT function of the institution.

During the consultation process in December 2019 the ETC, Srikalahasti has readily come forward to adopt some of the training methods and methodologies as a first step in the right direction to improve its existing EoT function.

- a. After learning the merits of DLM, the ETC, Srikalahasti has resolved to implement the DLM during the future training courses.
- b. The training institution has introduced the learning log to all the trainees who are under going trainings from 23<sup>rd</sup> December 2019 onwards.
- c. The institution has been successfully canvassing among trainees about the performance gap in terms of KSA's (Knowledge, Skills and attitude) among all the participants for achieving measurable learning outcomes. As a sequel to it, they institution has resolved to revise the session plan to make it trainee friendly and to obtain maximum learning outcomes. Substantial changes in the process of conducting TNA & DoT has been recognized by the faculty to keep special focus on measurable outcomes in skills and attitude.
- d. The institution has appreciated the necessity of introducing practical sessions and role plays as effective methods to deliver the trainings. Further it has been working to develop thematic parks with in the campus of the training institute on certain important subjects in local

governance like Drinking water, Sanitation, Street lighting, Roads network, Layout plan development etc...

- e. The Faculty in the training institute have realized the necessity to improve the stands in the assessment of trainees duly adding questions on analysis, interpretation and application of the knowledge to solve filed level problems that day encounter very often.
- f. This EoT study as thrown open a debate on how to improve the learning climate in the training institute. The Faculty members have evinced keen interest to undergo training on EoT and become professional trainers. It encouraged them to devote attention on the special needs of differently abled and women participants. They have resolved to improve the score on learning climate considerably in next one year. Thus the EoT study will have tremendous impact on improving the total value of the training function in the ETC, Srikalahasti in due course. Further its helps to utilize the opportunities and emerge as premier training institute.

## **2. Benefits to other stakeholders :**

- a. **Trainees :-** The EoT Trainings provides excellent opportunities to the trainers to gain knowledge, skills and attitudes required for achieving targets set by the Authorities concerned.  
In the present case the panchyat secretaries gained reasonable levels of knowledge skill & attitude which enable them to perform the functions effectively at their respective Gram Panchayats
- b. **Client Organization :-** It will be easier for the client organization to achieve desirable outcomes if it collaborates with the training Institution with due diligence. In the present case the commissioner Panchayat raj & Rural development should take up necessary measures to sustain the learning outcomes gained by trainees and sustain their performance
- c. **Funding Organization :-** The funding organization can successfully spend the training funds where ever the training institute delivers the training and the client organization take follow up action to sustain the job performance at their workplace.

The Government of Andhra Pradesh which is a funding organization in the case is required to conduct Such EoT Studies at regular intervals at P3 and M4 level of EoT matrix

### **3. Benefits to me personally**

Being a Student of EoT, it has been a wonderful experience to pursue this EoT study. I learned several methods which are useful for conducting EoT study of any training course or training institution. They are further useful for me to do my job better here after, in my capacity as Addl. Commissioner (PR & RD) & Addl. Director (APSIRD & PR.) The SWOT analysis, stake holder's analysis, responsible matrix, learning curve and behavior analysis are some of the key learnings that will help me to plan my work and do it successfully. This study is also useful to guide my children who are pursuing their studies in management.

## **Executive Summary**

## **Annexure – I (A)**

## Course Content for training course “Foundation Training to Newly Recruited Panchayat Secretaries (Grade – V) ,2019”

S. No	Content sequence	Training Methods	Time In mts	Teaching Aids	Trainer	Assessment criteria
1	Job chart of Panchayat Secretary and Convergence with other functional Assistants	Discussion	90	Stick pads, chart, Hand-outs	Internal	Quiz, Test
2	Structure, Powers & Functions of Gram Panchayat, Sarpanch, Upasarpanch, Ward Members and Panchayat Secretary	Lecture	90	PPT	Internal	Quiz ,Test
3	GramaSabha, Gram panchayat meetings, Functional committees.	Lecture Discussion Role Play	180	PPT, Role Play Script	Internal	Role play, Quiz, Test
4	GP- Core Functions – Sanitation – Act Provisions – Health aspects- Role of Engineering Asst & ANM	Lecture Discussion Field Visit	180	PPT, GP Info	Internal	Quiz , Test, field visit presentation
5	Total Sanitation -Solid waste & Liquid waste Management , ODF, Plastic roads -& role of Engineering Asst	Lecture Discussion Field Visit, Plastic Shredder Demo	180	PPT, SWPC Estimation, Plastic shred	Internal	Quiz ,Test, field visit presentation
6	GP – Core functions, Drinking water supply-O&M-Role of Engineering Asst & ANM	Lecture Field Visit	90	PPT, GP Info, Water Testing kit	Internal	Quiz ,Test, field visit presentation
7	Regulation of water Supply – Bye laws, contributions, user charges and all other aspects	Lecture Discussion Field Visit	180	PPT, GP bye- law	External	Quiz ,Test, field visit presentation
8	Levy of House Tax –Calculation and collection methods	Practical session in field	180	Measuring Tape, Charts, Markers, White Papers	External	Quiz ,Test, field visit presentation, Role play
9	GP Fund-Income Sources (Receipts),	Lecture Discussion Guided Reading	90	PPT, G.O. Handout	External	Quiz ,Test, field visit presentation
10	GP Fund- Expenditure	Lecture Discussion Guided Reading	90	PPT, G.O. Handout	Internal	Quiz, Test



11	Works Execution in GPs – Tender Procedure and Verification of M. Book - Role of Engineering Asst.	Lecture, Field Exposure	180	PPT, G.Os, Work Process documents (Resolution, Estimate, M.Book, etc)	Internal	Quiz ,Test, Exercise
12	Layouts & Building -Approval Process ,Technical Aspects- Role of Engineering Asst and Surveyor	Lecture, Field Exposure , Guided reading	180	PPT, G.Os, APPR Act, Layout Documents ( Application in Anx- A,Ownership Deed, Conversion Certificate,Site plan,etc)	External	Quiz ,Test, field visit presentation
13	Identification of D&O and other trades -Levy of licence fee for Trades and Cell Towers	Lecture, Guided reading	90	PPT, G.Os, APPR Act	External	Quiz ,Test, field visit presentation
14	Conduct of Auctions in GPs	Lecture Discussion Roleplay	180	PPT, Role Play Script	Internal	Quiz, Test,Role play
15	Financial Rules in writing Cashbook	Lecture, Demo, Coaching	180	PPT, Cashbook, Exercise Script and formats	Internal	Practical exercise, test
16	GP Elections –Qualifications and Disqualifications.	Lecture	90	PPT	Internal	Quiz
17	GP-Registers	Lecture, Demo, Coaching	180	PPT, Registers and formats	Internal	Practical exercise, test
18	Panchayat Secretary as a Team Leader of VSF-How to muster support from Team members , Citizen Centric Behaviour: Efficiency-Empathy-Ethics”	Lecture, Discussion	90	PPT, Stick Pads	External	Group activity
19	Grievance redressal mechanism -SPANDANA	Lecture, Discussion Presentation	90	PPT, Case Studies	Internal	Practical exercise, test
20	An introduction to PES, Priasoft.	Lecture, Hands-on	180	Computer, Internet	Internal	Hands-on
21	e - office and CFMS	Lecture, Hands-on	180	Computer, Internet	Internal	Hands-on

**Training Material:** Manual “Grama Panchayati Paripalana maargadarshini” is prepared in soft copy for use by trainees.

**DLM(Distance Learning Material):** Soft copies of training material and G.Os regarding Panchayat administration are sent to trainees through whatsapp group.

## Annexure – I (B)

### Foundation Training to

### Newly Recruited Panchayat Secretaries (Grade – V) ,2019

### Training Schedule -ETC, Srikalahasti

BATCH-III

Date: From : 18/11/2019 to 23/11/2019

<b>Date</b>	<b>Time</b>	<b>Topic</b>	<b>Resource person</b>
Day – 1 18/11/19	9.00-10.30 am	Inauguration – Ice breaking-Pre Test –Expectations of the participants.	Smt M.Nagapadmaja, Principal , Course Director Smt.Y.Samatha & Asst.Course Director R.Jitendra Kumar
	10.30-11.30am	Job chart of Panchayat Secretary and Convergence with other functional Assistants	Smt Y.Samatha, Sr.Faculty
	11.45-1.00pm	Structure, Powers & Functions of Gram Panchayat, Sarpanch, Upa sarpanch, Ward Members and Panchayat Secretary	Smt M.Rupa Rani,Sr.Faculty
	2.00-3.30pm	GramSabha , Gram panchayat meetings , Functional committees.	Smt D.R.Manjula Devi, Jr.Faculty
	3.45-5.30pm	GP – Core functions, Drinking water supply-O&M	Sri Ravindranath Tagore, Guest faculty.
Group Exercise: Participants shall have thorough knowledge of sec.1-42 of APPR Act Preparation of Agenda, Attendance and Minutes of Gram Sabha and GP Meetings and rehearsal for Role Play.			
Day – 2 19/11/19	9.00-9.30am	Recap - Test	Course Director & Asst.Course Diector
	9.30 – 10.30 am	GP- Core Functions – Sanitation – Act Provisions – Health aspects.	Smt A.Prashanthi,Sr.Faculty
	10.30 – 11.30 am	Total Sanitation -Solid waste Management, Liquid waste Management , ODF, Plastic roads.	Smt Y.Samatha,Sr.Faculty
	11.45 – 1.15pm	Regulation of water Supply – Bye laws, contributions, user charges and all other aspects	Sri Chirra Reddy, Guest faculty.

	2.15 -5.30 pm	Field visit- Transect walk-observation of the prevailing conditions - infrastructure and natural resources –observation of drinking water supply, OHSR cleaning –identification of pit taps, pipeline leakages-other O&M aspects. Visit to SWPC – Visit to SWPC and Compost pits- Visit of Grama Sachivalayam- observation of GP Registers- office management	Course Director & Asst.Course Director
	Group Exercise: 1. Reading of sec.42-147 of APPR Act and Listing regulatory functions along with sections regarding Sanitation and Drinking Water, 2. Enacting role play on Gram Sabha and GP Meetings		
Day – 3 20/11/19	9.00-9.30am	Recap- Test	C. D & A.C. D
	9.30 – 11.30 am	Practical session in field on Levy of House Tax –Calculation and collection methods	Sri ChirraReddy, Guest Faculty
	11.45-1.15pm	GP- Core Functions –Street lights -internal roads and drains & Other Civic Amenities – Practical session	Sri J.B. Nagaraj kumar, Guest Faculty
	2.15 - 3.45pm	GP Fund – Receipts & Expenditure	Smt . M.Rupa Rani, Sr. Faculty
	4.00 - 5.30pm	Taxes and Non Taxes – Levy and collection process	Smt D.R.Manjula Devi, Jr. Faculty
	Group Exercise: 1. Role play on Tax collection 2. Thorough reading on G.O.Ms.No188-Protection of Properties of the GP – Procedural Aspects- Exercise on Property Statement of the GP and a notice for Eviction of Encroachment.		
Day – 4 21/11/19	9.00-9.30am	Recap-Test	C. D & A.C. D
	9.30 – 10.30 am	Works Execution in GPs – Tender Procedure and Verification of M. Book	Sri ChirraReddy, Guest Faculty
	10.30 – 11.30 am	Layouts & Building -Approval Process , Technical Aspects	Sri Ravindranath Tagore, Guest Faculty
	11.45 – 1.15pm	Conduct of Auctions in GPs	Smt D.R.Manjula Devi, Jr. Faculty
	2.15 - 3.45pm	Identification of D&O and other trades -Levy of licence fee for Trades and Cell Towers	Sri ChirraReddy, Guest Faculty
	4.00 -5.30 pm	Field Visit to Layout	Sri ChirraReddy, Guest Faculty
Group Exercise: 1. Role play on conduct of Auctions in GPs			

	2.Study of GO MS NO 67 and 12 regarding Layouts and Building Approvals.		
Day -5 22/11/19	9.00-9.30am	Recap-Test	C. D & A.C. D
	9.30 – 10.30 am	Financial Rules in writing Cashbook	Smt M.Rupa Rani,Sr.Faculty
	10.30 – 11.30 am	Cash book writing -Practical session	
	11.45 – 1.15pm	Panchayat secretary as a team leader of VSFs - How to muster support from team members, Citizen centric behavior	Sri Madhusudhan, Guest Faculty
	2.15 - 3.45pm	GP Elections –Qualifications and Disqualifications.	Smt G. Rajya laxmi, Gazetted Instructor
	4.00 -5.30 pm	GP Budget -Audit & surcharge – Procedure & Practice	Sri S Dawood, Guest faculty
	Group Exercise:1. Role play on daily routine of a GP Secretary in Office and field. 2.Discussion on GP Administration Related Acts (B&D, Marriage Registration, WALTA, Revenue Recovery, Food Adulteration & Prevention of Cruelty to Animals)		
Day – 6 23/11/19	9.00-10.00am	Registers to be maintained in G.P.	Smt D.R.Manjula Devi,Jr.Faculty
	10.00 – 11.30 am	Grievance redressal mechanism -SPANDANA	Smt S.Padma Rani,Sr.Faculty
	11.45 – 1.15pm	An introduction to PES, Priasoft.	Sri Muni Rami Reddy,Computer Faculty
	2.15 - 3.00pm	e - office and CFMS	
	3.00-.4.30 pm	Grand Test	C. D & A.C. D
	4.30-5.00pm	8 weeks Field Work instructions	C. D & A.C. D
	5.00 -5.30 pm	Evaluation & Valedictory- National anthem	Principal, Course Director & Asst.Course Director
Day-7	Sunday (24/11/2019)		

Every day: Yoga: 6.00 AM – 7.00 PM

Tea Break: 11.30am & 3.45pm

Lunch Break: 1.15-2.00pm.

Group Exercise: 6 pm to 7 pm

Role Plays: 7 pm to 8 pm

Mobile No. Smt.Y.Samatha, C.D. 9491043869, Manjula : A.C.D. 9177863667

## **Annexure – II**

### **Course Director's Report**

- I. Institute's reference Number: HYDE01592D (DDO TAN No.)
- II. Name of the Institution : Extension Training Centre(ETC), Srikalahasti, Chittoor District, Andhra Pradesh , Department of Panchayath Raj and Rural Development
- III. Name of the Course Director : Smt. Y.Samatha , Senior faculty, ETC, Srikalahasti
- IV. Title of the Course: Foundation Course to Panchayath Secretaries, Grade V (Domain Specific)
- V. Duration of the Course : 6 days  
Dates : From 18-11-19 to 23-11-2019
- VI. Number of Participants Enrolled for the course ----50 members  
Actually attending the course – 50 members  
Who submitted feedback- 50 members
- VII. Whether expectations of participants were ascertained by the institution if so, how and when?
  - Expectations of the participants were received at the beginning and during the course, content was slightly modified according to need.
  - Practical session on cash book writing was extended according to their expectation.
  - Practical knowledge on Registers to be maintained in Grama Panchayats was ascertained during field visit as per their expectations. New set of 32 Registers related to GP administration were purchased by ETC and exhibited in the class room.
  - We could not supply printed resource material i.e. Manual on Panchayath administration as per their expectation due to budget constraint but supplied them soft copy.
  - Due to time constraint we could not send them to immersion training to best panchayaths and also couldn't give hands-on training on software applications as per their expectation.
- VIII. General observations of the course director on how the course was organised
  - Where conducted – ETC, Srikalahasti campus
  - Whether residential are non residential -- Residential

- If Residential, were facilities provided in the institution hostel or in the Hotel
- a. ETC has 82 hostel rooms which can accommodate 200 participants . All facilities like Hot water, cots, mattresses, bed spreads, mosquito mesh , drinking water dispensers, and incinerator for sanitary napkins are available .
  - b. Kitchen cum Dining Hall with all facilities for 200 members is available.
  - c. Recreational park, TV Hall, Yoga hall are available to the trainees
  - d. Medical needs are attended whenever required

IX. Total number of working days in the course

- 6 days
- Number of working hours per day  
Total 10.30 hours  
Yoga session: 6 AM to 7 AM  
Morning Sessions : From 9 AM to 1 PM  
Afternoon Sessions : From 2 PM to 5.30 PM  
Evening group exercise and role play sessions : From 6 to 8.00 PM
- Total Number of sessions planned in the course  
46 sessions excluding recap from 9 Am to 9.30 AM
- Number of sessions which could not be conducted as planned  
All sessions were conducted as per plan. We achieved this with time management and by following non negotiables

X. Please enclose a copy of the following documentation

1. Final course time table - enclosed
2. List of faculty ( Both In house & Guest Faculty) - enclosed
3. Back ground material supplied to the participant – enclosed

XI. If the same or similar course had been conducted earlier under the sponsorship of the Department of personnel and training please indicate

Yes..Induction Training to Cutting Edge Employees(ITP) of DoPT

- Duration - 12 days
- Dates : 17-10-2016 to 28-10-2016

XII. What changes based on the feedback received in the earlier course were effected in the current course in terms of

**a. Course objectives :**

1. Number of objectives were minimised as per the priorities of the training needs and duration of the course
2. Now we are able to define Course and Performance objectives
3. More emphasis on assessment of course and enabling objectives

**b. Course content, Structure and distribution of sessions among various topics**

1. Essential and course relevant topics are selected to support the learning objectives
2. Choice of topics are mostly domain specific as generic topics are already covered in their earlier phase of trainings
3. Followed Sequence of course content for better learning opportunity
4. Suitable Training methodologies are applied to achieve participation of the trainees
5. Planned sessions to impart knowledge, skill and attitude
6. Schedule was designed with space for practice to apply the skills and knowledge they gain
7. Overcrowding of topics is avoided which actually impedes learners opportunities to learn
8. Evening Group Assignments were given to students for self learning and to manage work load
9. Role plays are designed to sensitize the participants on important topics where practical knowledge is required

**c. Reading material**

1. Reading material is prepared before the training course and supplied soft copies to all participants
2. Hand outs are supplied whenever required
3. AP Panchayat Raj Act book was supplied for reference purpose
4. G.Os, Guide lines are given to the participants in soft copy

**d. Faculty**

1. Regular Faculty of ETC are working on deputation from Panchayat Raj & Rural Development Department. They have both domain and field knowledge. They attended Trainers Development Programmes of DoPT, hence well versed in training skills.
2. As the training is domain specific, Guest Faculty are pooled up from retired and working employees of Panchayathraj and Rural development Department and they are explained about the strategy



and learning, performance, enabling objectives of the course in prior.

**e. Training Methodology**

1. More emphasis is given to Role plays as trainees need more practical knowledge, empathy and sensitization to work in rural areas
2. Self learning methods like guided reading, group exercises are also used.

**f. Field visits**

Field visits to model panchayaths are planned to give firsthand experience to trainees and for observing subjects in its natural state. Field trip activities are pre planned and explained to the trainees in prior. More importance is given to follow up i.e discussions on field trip

**g. Greater practical orientation**

Soon after theoretical sessions practice was made compulsory through practicals , exercises, Role plays and hands-on like cash book writing, house tax and building fee assessment, Auctions, duties of Panchayat Secretaries, Lay out rules etc.

**h. Physical facilities**

1. Separate spacious conference hall is earmarked for yoga, evening group exercises and role plays
2. New LCD projectors with improved configuration were installed

**XIII. General remarks of the course director on the nature and extent of participants' involvement in the course including attendance, Punctuality and interest evinced**

- At the beginning of the course participants were enthusiastic to learn, active but werē a little disappointed with the tight schedule.
- As directly recruited and with little or no field experience they were like blank pages, could not mingle with each other, were feeling insecure to take up responsibility of GP administration.
- Many of the trainees have just completed their college education, hence fresh to the working environment.
- Trainees were facilitated in setting up of certain Non negotiables on punctuality, commitment, participation, voluntarism and adherence to them was ensured through group leaders.
- Attendance to yoga sessions, regular sessions, evening sessions, role plays, sanitation in campus and hostels, food, conservation of electricity and water were assigned to the participants by giving them leadership roles on rotation basis

- In recap sessions Quiz was made compulsory to assess their knowledge levels and also to evince their interest. It is conducted like a competition to groups which was a big success which triggered their enthusiasm and zeal
  - Participants involvement and active participation was achieved through guided reading, Group work, Exercises, Field visits, Group presentations, role plays, discussions, night talks etc.
- XIV. Comments on the feedback received from participants including a consolidated abstract and summary of the individual feedback
- Participants needed more practical orientation and field visits which could not be ascertained due to time constraint.
  - Total 6 days extensive training has given them confidence to work in the field.
  - They were satisfied fully with class room facilities, food and accommodation provided.
  - Thorough understanding of subject was due to able and experienced faculty.
  - Interaction with faculty had been very useful to clear their doubts.
  - Trainees were satisfied fully for the interaction with the fellow participants
  - Trainees asked some extra sessions on Financial Audit and surcharge ,GP Budget, RD Programmes, personality management etc
  - Some participants felt it as a tight schedule
- XV. Course directors comments on the participants views about the strengths and weaknesses as well as other aspects pertaining to the course
- Satisfied to run the course successfully with time and budget limitations.
  - Excellent and dedicated faculty has been the main strength of this course.
  - Trainees have been very cooperative though it was a tight schedule.
  - Principal's initiative in giving them quality food, good ambience, facilities for field visit, yoga etc has added to the success of the training.
  - Topics like service rules, explaining each and every register, DOM, Audit , inspection and enquiries, MGNREGS could not be covered due to time constraint.
  - Need practical immersion for one week in best Gram panchayats, which will make them more confident.
  - Supplying hard copy of course material would have been useful for further reference
- XVI. Comments of the institution on how the feedback is proposed to be recycled into future programmes in terms of course content, methodology
- Importance of DLM supply is recognized to prepare trainees to some extent before attending training course which are being prepared by ETC Faculty.

- Intimation to trainees through invitation letter regarding tight schedule of 10 and half hours would prepared them mentally
- Some topics as demanded by trainees are included in next courses
- Some analytical questions are prepared by the Faculty to enhance the practical out look and to change their attitude to fit the working environment.

XVII. Any other comments which the course director and /or the institution may wish to make in respect of course

- Due to Time and budget constraint some activities like field trips, field immersion could not be included in the course schedule
- Coverage of topics on domain matters is minimized due to less duration of the course
- Duration of some sessions is reduced due to time constraint
- Assessment would be Liable and valid if done by third party

**Thank you,**

Course Director  
Yaramala Samatha  
Senior Faculty  
ETC, Srikalahasti.  
Mobile No.9491043869  
Email.ID:yaramalasangamam@gmail.com

## **Annexure – III**

### **Course Evaluation Questionnaire**

**Note:-** Please fill in the Evaluation Proforma and put a tick mark in the appropriate box. Your objectivity will help us in improving the future courses.

**COURSE TITLE:-**

**DURATION :-**

**1. What did you think about the structure and organization of the course to meet the objective?**

Very well Structured	Well Structured.	Some what unstructured.	Very Unstructured.

**2. How useful this training will be to you immediately in your job?**

Very useful.	Quite useful.	Of limited use.	Not at all useful.

**3. How useful this training likely to be for future jobs you may handle?**

Very useful.	Quite useful.	Of limited use.	Not at all useful.

**4. Practical orientation of the course.**

Highly Practical Oriented.	Practically oriented to a Great extent.	Practically oriented to a Limited extent.	Not at all Practically Oriented.

**5. How far have you benefited from interaction with the fellow participants in the course?**

Substantially.	Considerably.	Fairly.	Not at all.

**6. How far were the soft copies supplied relevant and related to the course content?**

Extremely Relevant.	Considerably relevant.	Fairly relevant.	Not at all relevant.

**7. To what extent are you satisfied with the following? (Tick appropriate box).**

		Satisfied fully.	Satisfied to a Large extent.	Satisfied to a Limited extent.	Not satisfied at all.
A	Reception.				
B	Residential Accommodation.				
C	Room Service				
D	Food Quality and Service.				

E	Class Room facilities.				
F	Interaction with the faculty.				

**8. Assessment of the training content (Kindly fill-up given in Annexure)**

S. No	Subject.	Fully understood	Fairly understood	Partially understood
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				

**9. Which parts of the course did you find most helpful?**

**10. Your overall impression of the Course:**

Excellent.	Very Good.	Good	Fair

**11. Did the course give you any specific areas about improvements :**

**12. Any other comments / observations you wish to make about the Course ...**

**13. Further trainings needed (Specify topics) :**

Signature,  
Course Director

**Annexure – IV**

**GIST OF EVALUATION**

**Note:-** Please fill in the Evaluation Proforma and put a tick mark in the appropriate box. Your objectivity will help us in improving the future courses.

**CURSE TITLE:-One week Foundation Training to “Newly Recruited Panchayat Secretaries (Grade – v)”  
-2019**

**DURATION :- From 18.11.2019 to 23.11.2019 (Batch-3)**

**8. What did you think about the structure and organization of the course to meet the objective?**

Very well Structured	Well Structured.	Some what unstructured.	Very Unstructured.
32	17		

**9. How useful this training will be to you immediately in your job?**

Very useful.	Quite useful.	Of limited use.	Not at all useful.
34	12	3	

**10. How useful this training likely to be for future jobs you may handle?**

Very useful.	Quite useful.	Of limited use.	Not at all useful.
28	15	6	

**11. Practical orientation of the course.**

Highly Practical Oriented.	Practically oriented to a Great extent.	Practically oriented to a Limited extent.	Not at all Practically Oriented.
8	24	16	1

**12. How far have you benefited from interaction with the fellow participants in the course?**

Substantiall y.	Considerably.	Fairly.	Not at all.
26	20	3	

**13. How far were the soft copies supplied relevant and related to the course content?**

Extremely Relevant.	Considerably relevant.	Fairly relevant.	Not at all relevant.
34	15		

**14. To what extent are you satisfied with the following? (Tick appropriate box).**

		Satisfie d fully.	Satisfied to a Large extent.	Satisfied to a Limited extent.	Not satisfied at all.
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A	Reception.	39	8	2	
B	Residential Accommodation.	45	4		
C	Room Service	41	6	2	
D	Food Quality and Service.	38	7	4	
E	Class Room facilities.	47	1	1	
F	Interaction with the faculty.	43	4	2	

### 8. Assessment of the training content (Kindly fill-up given in Annexure)

S. No	Subject.	Fully understood	Fairly understood	Partially understood
1	Powers & Functions of Gram Panchayat, Sarpanch, Upa sarpanch, Ward Members and Panchayat Secretary	35	12	2
2	Grama Sabha , Gram panchayat meetings , Functional committees.	38	11	
3	Job chart of Panchayat Secretary and Convergence with other functional Assts	36	12	1
4	Total Sanitation -Solid and Liquid waste Management , ODF, Plastic roads-role of Engineering Asst	35	13	1
5	GP – Core functions Drinking water supply-O&M- Role of Engineering Asst	34	14	1
6	Regulation of water Supply – Bye laws, contributions, user charges and all other aspects	31	17	1
7	GP- Core Functions – Sanitation – Act Provisions – Health aspects.-Role of Eng Asst and ANM	31	17	1
8	Field visit –Poyya (or) Peddakannali	36	13	
9	GP- Core Functions –Street lights -internal roads and drains & Other Civic Amenities – Practical session-role of Energy and Engineering Asst	28	21	
10	GP Fund – Receipts & Expenditure	35	13	1
11	Taxes and Non Taxes – Levy and collection process	36	10	3
12	Practical session in field on Levy of House Tax – Calculation and collection methods	35	14	
13	Identification of D&O and other trades -Levy of licence fee for Trades and Cell Towers	26	20	3
14	Conduct of Auctions in GPs	36	12	1
15	Works Execution in GPs – Tender Procedure and Verification of M. Book-role of engineering assistant	30	18	1
16	Layouts & Buildings -Approval Process , Technical Aspects-role of Engineering asst and surveyor	25	22	2

17	Field Visit to Layout	35	11	3
18	Financial Rules in writing Cashbook	39	7	3
19	Cash book writing -Practical session	42	6	1
20	An introduction to PES, Priasoft	33	15	1
21	e office and CFMS	29	19	1
22	Grievance redressal mechanism -SPANDANA	35	13	1
23	GP Elections –Qualifications and Disqualifications.	31	16	2
24	GP Budget-Audit & surcharge – Procedure & Practice	14	28	7
25	Panchayat secretary as a team leader of VSFs - How to muster support from team members-Citizen centric behavior.	35	9	5
26	Registers to be maintained in G.P	17	19	13
27	Common defects found in GP administration and solutions -Time line.	19	22	8
28	Role plays& group exercise	25	23	1

### 9. Which parts of the course did you find most helpful?

1. Cash book
2. Spandhana, Panchayat Secretary as a team leader, Citizen centric behavior
3. Maintenance of records, M- book
4. Sanitation, GP meetings, Discipline, Auctions, Layouts
5. Financial Management, Leadership qualities, Registers maintenance
6. Powers & functions of GP, Job chart, Grama sabha & GP meetings
7. Core functions, Auctions, elections
8. Sanitation, Water
9. Cash book and Spandana, Sanitation
10. Cash book writing-Practical session, Spandana
11. Total 6 days programme
12. Conduct of Auctions
13. Classes and field visits
14. Class & Field visit
15. GP meetings, Gramasabha, M-book, cash book, house tax
16. GP elections, House tax collection, cash book writing is more helpful
17. How can we do and work in the GP's as a Panchayat Secretary
18. e-office, CFMS, SWPC
19. Registers, Core functions of GP & receipts, field visit to poyya Sachivalayam
20. Classes and field visit
21. Bye laws, House tax collections
22. Class room explanation, Field visit, role play, quiz, group discussion



- 23. Field visit & Practical session & Class room teaching with real time experience
- 24. Field visit
- 25. Filed visits & Practcal exercises ,Problem facing and their solution
- 28. good faculty
- 29.Efficient Faculty
- 30.Practical sessions
- 31.Cash book writing
- 32.Field visit to poyya ,Cash book writing,Layout,house tax,practical session,GP meetings
- 33. PS as team leader, writing cash book,layouts class levy on house tax,works execution in GP
- 34. Practical field visit is most helpful
- 35. Field visits, works, tender,layout, tax collection solid waste management

**10. Your overall impression of the Course:**

Excellent.	Very Good.	Good	Fair
27	17	5	

**11. Did the course give you any specific areas about improvements :**  
in your working situation when you get back? If so, can you spell out briefly?

- 1. Financial matters, Laws and Acts
- 2. Theory and field work
- 3. Discipline in PS routine
- 4. More Practical training needed
- 5. GP administration
- 6. Practical oriented schedule
- 7. How to deal with different kinds of people?How not to lose self control, How control ourselves in loose talk
- 8. More Practical orientation
- 9.Tight Schedule
- 10 . Practical time is needed
- 11. Practice on Computer Applications
- 12. Core functions- sanitation, Roads, health
- 13.The course training gave a lot of knowledge to work in practical situation
- 14. Coordinating the functional assistants
- 15.It helps for individual change to some extent
- 16. Leadership qualities, discipline, process of learning

17. The course is very good and helpful for the students. The faculty members are very good and experienced. The course is very practical and helpful for the students.

18. How to be as a panchayat secretary & what to do as P.S

19. Some problem facing conditions, Maintaining records Properly

20. Improve practical sessions,with a sufficient time

21.Sanitation,drinking water, licence, layout

22.It gave me some moral courage and adaptability of situations

23.The course is very good and helpful for the students. The faculty members are very good and experienced. The course is very practical and helpful for the students.

24. I can collect house tax, can write cash book and i can go through softwares of PES

25. Complete understanding of registers & office precedures

26. Provided well suited knowledge in dealing with day to day activities in discharging duties

**12.Any other comments /observations you wish to make about the Course ...**  
:

1. Good food and environment so happy,but classes should be more student centric
- 2.Duration of the course should be increased
3. Stressful & Crushing, faculty are very good, but time is very limited. Overall it is a good course in the given time.
4. Allocate some more time to training
5. Course is excellent, faculty are good
6. The faculty worked really hard to prepare the course and give this one week foundation training. I bow my head to their efforts & humbleness.
- 7.Need More days
8. Faculty is excellent
9. useful for further competitive exams
10. Course time of one week, is not sufficient
- 11.Seating arrangement should be improved
12. Filled in registers and documents to be exhibited
13. It's a great experience with best faculty
14. It is too heavy in short period
15. Some more practical sessions are needed and session on registers to be extended
16. Excellent teaching staff
17. The faculty members are very good and experienced. The course is very practical and helpful for the students.
18. No need of role play and group discussion.It's killing so much time on unnecessary things
19. There are good days for Panchayat raj in front
- 20.Think about yoga, tight schedule
21. More practical sessions would be useful
22. It's a great experience in my career,just keep it up
24. The course is very good and helpful for the students. The faculty members are very good and experienced. The course is very practical and helpful for the students.
25. Very well organised in a limited time, fully satisfied with training, thank you ETC
26. Course & faculty members are very friendly & beyond our expectations
27. Limited coverage of topics makes it difficult in receiving completely

**13. Further trainings needed (Specify topics)** :

1. Records, Registers management
2. Practical training
3. Auction process, Payment process in works(resolution to M-Book recording)
4. Taxes
5. How to maintain records, M-book, resolution
6. GP budget –Audit, Surcharge, Registers to be maintained in GP
7. MGNREGS Topic
8. Budget
9. We need one more week training to gain full knowledge on
  - Job chart
  - Elections
  - Registers to be maintained in panchayats
  - Panchayat software’s practical sessions
10. GP elections, Qualification and disqualification
11. Registers, Budget, Elections, Do’s &Don’ts
12. Audit, Budget
13. Layouts,Practical sessions on major topics
14. duration for some sessions is very less
15. Registers and practical sessions are needed
16. Maintainance of Registers, budget session
17. Registers & all practical sessions needed
18. Field work with practical session
19. Audit, Common defects
20. Need training on preparing notices,circulars,memos,responding to memos and coordinating with sachivalayam staff
21. Service rules,do’s & don’ts in Panchayat administration.

**Signature,  
Course Director**

# Learning Climate questionnaire

For each of the following 12 questions, circle the number you think represents the situation in a particular organization. 1. Indicates that the situation is very poor and 6 indicate that it is excellent.

Name of Organization : Extension Training Centre, Sri Kalahasti, Chittoor District, AP

Date : 14-12-2019

## 1. Physical Environment

Do People have the amount and quality of space, privacy and comfort to enable them to learn?

People have poor, uncomfortable working conditions 1 2 3 4 5  6 People have plenty of space and excellent working Condition

## 2. Learning Resources

Are Books, Films, training packages and courses available for all levels of staff?

Very few resources available to support learning activities 1 2 3  4 5 6 People are trained and developed with excellent resource support

## 3. Encouragement to Learn

Are People encouraged to have ideas, take initiatives, experiment and learn new ways to improve performance?

There is no encouragement to learn or to develop ways for improving performance 1 2 3  4 5 6 People are encouraged to learn and develop to realize their full potential

## 4. Encouragement to Learn

Is Feedback on performance offered in a helpful and supportive way?

There is no positive feedback and a blame culture operates 1 2 3 (4) 5 6 People are given positive feedback to help them improve and learn from their experience.

## 5. Communication

Is there an open free flow of information, where people can express their views and Ideas?

Information is not shared and People are not encouraged to express themselves 1 2 3 (4) 5 6 People are usually willing to pass on information and are encouraged to express themselves

## 6. Reward

Are recognition and reward given to people for their efforts, or are they likely to be punished or blamed?

People are ignored or blamed When things go wrong 1 2 3 (4) 5 6 People are recognized for good work and rewarded for their effort.

## 7. Conformity

Are People expected to conform to rules, regulations and procedures or are they encouraged to manage themselves and take personal responsibility?

Conformity is required always, with no personal initiative or responsibility allowed 1 2 3 4 (5) 6 People manage themselves, with emphasis on personal initiatives and responsibility

## 8. Idea Valued

Are Ideas, opinions and suggestions sought, encouraged and valued?

People are not expected to Think for themselves and Their ideas are not valued 1 2 3 (4) 5 6 Efforts are made to get people to contribute ideas and suggestions and responsibility

## 9. Ideas Shared

Are Ideas shared in the organization?

Ideas are not shared 1 2 3 (4) 5 6 Efforts are made to encourage people to shared ideas

### 10. Practical Help Available

To what extent are people willing to help each other and to offer expertise and support?

People don't help each other, 1 2 3 4 (5) 6 People are keen to help each other and pleasure is taken in the success of others  
and they are unwilling to share expertise or resources

### 11. Warmth and support

How Friendly are people, do they support and trust each other?

There is little warmth or support 1 2 3 4 (5) 6 People enjoy coming to work because it's warm, friendly place  
and people usually work in isolation

### 12. Standards

Is emphasis given to all aspects of quality?

There are low standards and 1 2 3 (4) 5 6 High standards and quality are expected and achieved by effective team work  
nobody cares

**Total Score obtained by the training institute i.e., ETC, Sri kalahasthi : 53 out of maximum 72**

**Assesement Report of the 6 Days Foundation Training to "Newly Recruited Panchayat Secretaries (Grade-V)" from 18.11.2019 to 24.11.2019 at ETC, Srikalahasti (BATCH-3)  
Total Marks 100**

S. NO	Name of the Participant	Grama Sachivalayam Name & Mandal	Marks Secured
<b>ANANTAPURAM DISTRICT</b>			
1	Y.Tejaswini	75 Veerapuram ,Gummagatta (M)	78
2	G.Anuradha	Kodapaganipalli,Koathacheruvu (M)	80
3	P.Kalyani	Borampalli,Kalyandurg(M)	70
4	N.Prashanthi	Thimmapuram -2,Kambadur (M)	70
5	Y.Umadevi	Elakuntla,Kanaganapalli (M)	82
6	P.Ashok Kumar	Yarragunta ,Kundurpi(M)	76
7	M.L.Naresh Babu	Khairevu-2,Settur(M)	78
8	M.Ashok	M.Agraharam,Tadimarri(M)	82
9	R.Diwakar	K.Gundumala ,Madakasira(M)	84
10	T.Anjaneyulu	Kadirikuntlapalli,Kadiri (M)	86
11	R.Raghavendra Reddy	Perur-2,Ramagiri (M)	54
12	D.Praveen Kumar Naik	Vadrahonnur ,Rayadurg (M)	76
<b>CHITTOOR DISTRICT</b>			
13	M.Sumaya	Gudduru,Baireddy Palli (M)	76
14	J.K.Govindan Naik	Peddabandawada ,Gudupalle (M)	68
15	P.Mani Prasad	B.Kothakota,B.Kothakota(M)	78
16	M.Sai Kumar	Peddakannali,Thottambedu (M)	76
17	S.M.Jyothi Kumar	Govardanagiri,Pichatur (M)	86
18	B.Gopi	M.A.Rajulakandriga,K.V.B.Puram (M)	72
19	V.Ramesh	Rajulakandriga,Nagalapuram (M)	76
20	A.Venkatramana	Digavuru,Chinnagottigallu(M)	60
21	K.Dora Babu	Pudipatla,Chowdepalli(M)	82
22	P.Hemanadha Reddy	Kalagatoor,Gangavaram(M)	66
23	S.Jayanth	Kambakam,Varadaiahpalem (M)	64
24	C.Rajasekhar	Katuru,B.N.Kandriga (M)	74
25	K.Yugandhar	A.M.Puram,Sathyavedu (M)	86
26	P.Venkata Siva Krishna	Vedam,Srikalahasti (M)	76
<b>KURNOOL DISTRICT</b>			
27	T.Parvathamma	Yenugumarri,Peapully(M)	60
28	P.Venkata Bharath	Nannuru-2,Orwakal (M)	78
29	M.Vijay Kumar	Pathikonda,Pathikonda(M)	86
30	B.Bramhananda Reddy	Govindapalle-2,Sirivella (M)	74
31	B.Yugandhar	Govardhanagiri,Veldurthy(M)	70
32	B.Vijaya Kumar	Pamulapadu-2,Pamulapadu(M)	78

33	D.Obulareddy	Basavapuram ,Kurnool(M)	74
34	T.P.Sekhar	Sunkesula ,Kurnool(M)	78
35	R.Jamalaiah	Nerawada ,Panyam(M)	88
36	K.Lakhmanudu	Mukkamalla ,Sanjamala(M)	76
37	B.Siva Kumar	H.Murvari-2,Peddakadabur(M)	60
	<b>YSR KADAPA DISTRICT</b>		
38	R.Haritha	Chinnagolla Palli,T.Sundupalli(M)	76
39	S.Venkatesh	Pappanapalli,Mydukur(M)	66
40	S.Subba Narayana Reddy	Nanganuru Palli ,Proddatur(M)	86
41	B.Balaji	Kothapeta,Pullampeta(M)	78
42	C.Suresh	Singareddypalli,Penagalur(M)	82
43	C.Anjaiah	K.Boyanapalli,Rajampeta(M)	80
44	Y.Venkatavijay Kumar	Buchipalli,Thondur(M)	68
45	M.Vamsi Krishan Reddy	Rajasahebpetta ,Porumamilla(M)	86
46	M.Suresh	Paidipalem,Simhadripuram(M)	74
47	K.Manahor	Upparapalli,Sidhout(M)	78
48	D.Venkateswarlu	Sambepalli,Sambepalli(M)	74
49	S.Sanjeevareddy	Saraswathi palli ,Ramapuram(M)	90
50	D.Kiran Kumar	Patha Sangatipalli ,Pendlimarri(M)	94

**Marks Grade**

**91 To 100 = 1**

**81 To 90 =13**

**71 To 80 = 24**

**61 To 70 = 10**

**51 To 60 = 2**

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