Manual for Management of
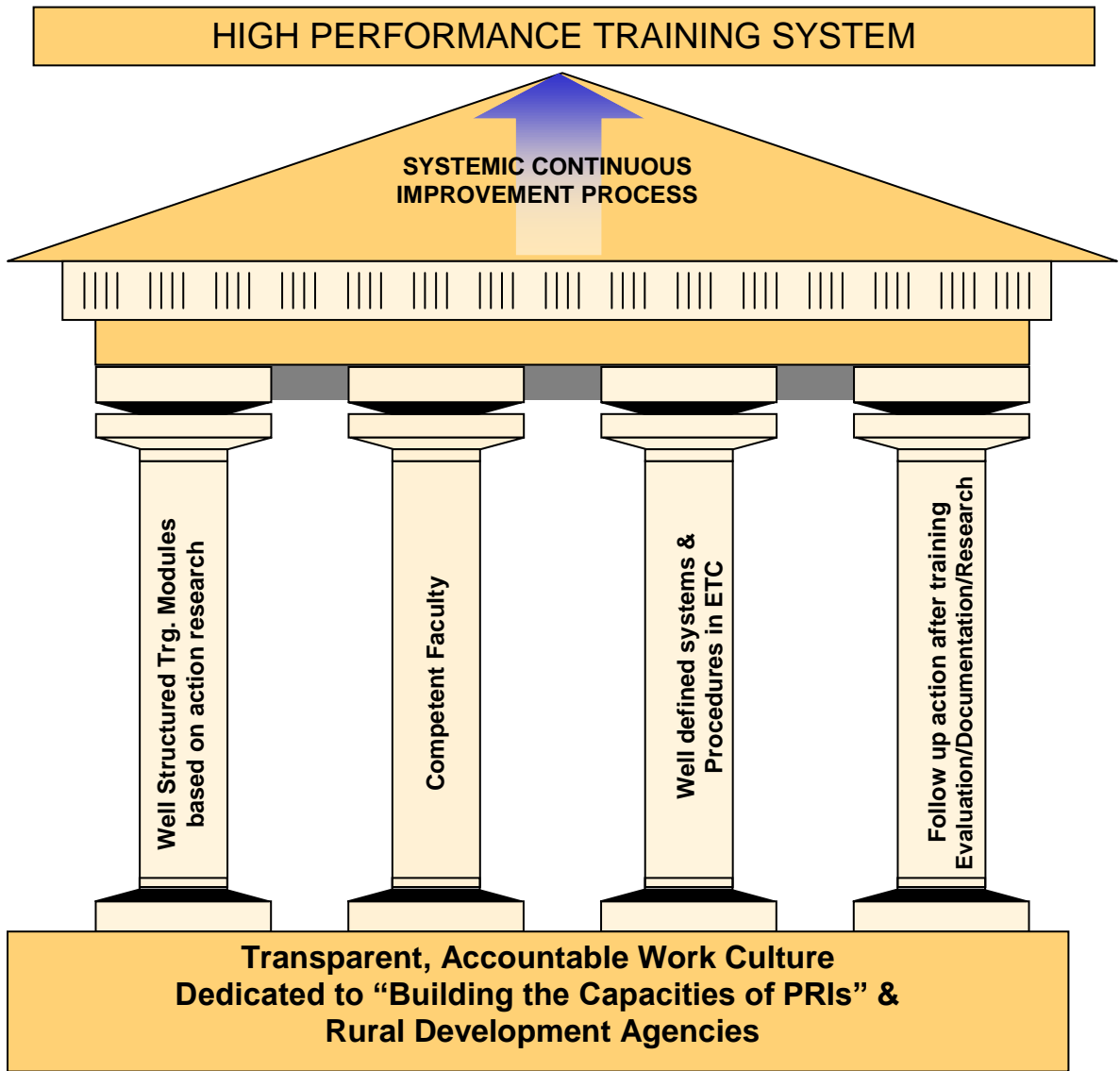# Extension Training Centres

The pathway for better performance

ETC

Manual for Management of
Extension Training Centre

AMR- Andhra Pradesh Academy of Rural Development
Rajendranagar, Hyderabad – 500 030

HIGH PERFORMANCE TRAINING SYSTEM

SYSTEMIC CONTINUOUS
IMPROVEMENT PROCESS

Well Structured Trg. Modules
based on action research

Competent Faculty

Well defined systems &
Procedures in ETC

Follow up action after training
Evaluation/Documentation/Research

Transparent, Accountable Work Culture
Dedicated to "Building the Capacities of PRIs" &
Rural Development Agencies

**Foundation and Pillars of Extension Training Centres
for
High Performance Training System**

Manual for management of

Extension Training Centres

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Manual for management of
Extension Training Centres

1. Introduction

The spectrum of Elected Members has been considerably broadened and diversified in the post 73rd amendment period. It now includes literates, neo literates, illiterates, women, SCs, STs and other marginalized groups. In A.P, sizeable proportions of the elected members are first or second generation entrants into the arena of Panchayat Raj system. The 29 functions/responsibilities are proposed to be entrusted to the Panchayat Raj Institutions. In order to ensure their effective performance, it is necessary to equip them properly in terms of knowledge and skills so that the functionaries are enabled to discharge their assigned functions.

Andhra Pradesh has 22 Zilla Parishads, 1,098 Zilla Parishad Territorial Constituencies and Mandal Parishads, 16,591 Mandal Territorial Constituencies, 21,943 Gram Panchayat Sarpanches and 2,20,020 Ward Members. A total of 2.61 lakhs Elected Representatives have assumed the office.

Recently the Government have formulated training policy for training of elected representatives of PRIs and issued orders in G.O.Ms.No. 520 PR&RD Dept dated 07.12.2006 stipulating that training shall be given to elected representatives of PRIs atleast three times in his/her term. Giving training to this scale of elected representatives of PRIs is a gigantic task numerically; Besides this, around thirty thousand employees in the PR &RD department needs to be oriented towards new challenges in the context of devolution of powers to PRIs There is every need to actively involve the Extension Training Centres in this task.

The Extension Training Centres were created in the year 1953 to build the capacities of extension officers working for Rural Development. Many changes have taken place in the administration and trainings in these institutions. All these ETCs are working under the administrative control of the Commissioner, AMR-APARD. At present variety of training programmes are being organized at ETCs for officials, elected representatives of PRIs & NGOs to modify their knowledge, skills and attitude.

Since volume of work has increased considerably in ETCs, there is every need to have proper systems in place to organize training programmes. Lack of clear and transparent processes affects the Institutional growth. Therefore, the following operational guidelines are issued to the Extension Training Centres in the state for strict compliance. *If there is no specific mention on any item in these guidelines, the general government orders shall be made applicable.*

1.1 Why these guidelines:

The Extension Training Centres are expected to promote transparent and accountable work culture for good governance in PRIs. The same spirit should be reflected in ETCs and demonstrated in management of trainings. These guidelines aim at:

(i)   Functional autonomy for the ETC in order to ensure smooth functioning in day to day administration

(ii)   Provide uninterrupted logistic support to impart effective training

(iii)   Fixed Tenure for faculty and plan for their development

(iv)   Provide systems & procedures in maintenance of various wings within ETC such as Administration, Trainings, Hostels, Agl. Farm, ETC.,

(v)   Promote transparency & accountability in the functioning of ETC

(vi)   Facilitate hassle free procurement of stationary and stores

(vii)   Focus on Operations and Maintenance (O&M) by preparing advanced maintenance plan of ETC and ensure quality in execution of works undertaken by ETC

(viii) Introduce effective Monitoring and Evaluation system in management of trainings

(ix)   Focus on mobilization of funds and create corpus for sustainable growth of ETCs

1.2.   The Features of guidelines:
- Simple, practical and step by step approach for implementation
- User friendly formats and worksheets
- External appraisal and audit to ensure quality in training and adherence to the guidelines
- Focus on participatory implementation and monitoring of various activities

1.3. MANDATE

The Extension Training Centres have a mandate to build the capacity of PR&RD functionaries at the Mandal and Gram Panchayat level in their jurisdiction with special focus on Elected Representatives. These institutions have to prepare training action plans accordingly. The other mandates for ETCs are

1. Develop linkages among different institutions involved in rural development and extension training activities

2. Organize need based training programmes for all extension and grass-root level functionaries involved in rural development.

3. Conduct Action Research/ short studies in rural development extension management.

4. Function as a documentation centre for collecting, storing, processing and disseminating information on all aspects of rural development

5. Act as Resource Centre for Panchayat Raj and Rural Development functionaries including elected representatives of PRIs

6. Documenting the best practices in Panchayat Raj and Rural Development area and use these best practices at the time of training

7. Develop the study material/ training modules/campaign material, ETC., and update them periodically

8. Handholding support to PRIs on systems development on pilot basis

9. Monitoring of off-campus training programmes organized AMR-APARD and Extension Training Centres

10. Evaluation of training programmes

1.4. Target Group

1. Panchayat Secretaries/Bill Collectors/Jr. Assistants/Sr. Assistants
2. Superintendents/Extension Officers (PR&RD)/MPDOs
3. Ward Members/Functional Committee members/ Sarpanches/MPTCs/ Mandal Presidents
4. Officials and representatives involved in Rural Water and sanitation/Watershed/NRGS/SHGs/ITDAs
5. Grassroot level functionaries of Rural Developmental functionaries
6. Any Other training programmes as directed by AMR-APARD

2. Managing Committee of ETC

The Extension Training Centres are Regional Training Centres to cater the capacity building needs of Panchayat Raj & Rural Development functionaries with special focus on elected representatives of PRIs. In order to decentralize the decision making process and involve the stakeholders in the decision making process, there is a need to have a Managing Committee for each ETC.

2.1   There shall be a Managing committee for each ETC with the following composition

    a) Commissioner, AMR-APARD   Chairperson

    b) The Principal of ETC concerned   Member-Convener

    c) All the CEOs & DPOs in the jurisdiction of ETC   -   Members

    d) PD,DRDA & DWAMA of district in which ETC is located -   Members

    e) State Link Officer of NIRD (SLO)   -   Member

    f) Link Officer of ETC from AMR-APARD   -   Member

    g) One Professor from the Local University
who is having experience in PR&RD issues   -   Member

    h) One of the senior faculty members in the ETC concerned
on ration basis   Member

    i) The Senior DRP of ZP Training Cells in the ETC jurisdiction -   Members

    j) One representative of reputed NGO in the area -   Member

2.2   The Managing Committee should meet atleast once in four months in the respective Extension Training Centre

2.3   The Principal shall convene the Managing Committee meeting and he is personally held responsible, if the meetings are not convened as per schedule

2.4   The Members from the category of Professor and representative of NGO in Managing Committee shall be nominated by the Commissioner, AMR-APARD based on the proposal received from the Principal, ETC concerned

2.5   The Principal should ensure that all members should be present for the meeting

2.6 The Agenda notes along with explanatory notes shall reach the members atleast 6 day in advance

2.7 The explanatory notes on all activities of the ETC together with performance indicators set by APARD shall be furnished along with the Agenda notice

2.8 The functions of the Managing Committee are as follows:

a) Approve the Annual Training Action Plan or revised plans and the budget of Extension Training Centre

b) Approve Land Use and Farm Management Plan of ETC

c) Review the training programmes

d) Mobilize the resources to improve physical infrastructure

e) Review the Financial management in ETC with specific details on mobilization of resources and their expenditure particulars

f) Review the Agriculture Action Plan and campus development

g) Review the impact of the Training on functioning of PRIs

h) Approve the Manpower requirement for ETC and HRD plan for ETC staff

i) Review the Research Activities undertaken by the ETC

j) Review the report on Income-Expenditure Analysis of ETC

k) Review the overall performance of ETC

l) Suggest to achieve high degree of professionalism in training

m) The Annual Report of the ETC including all works undertaken and various achievements made, during a year together with the Audited Annual Accounts (viz., Receipts and Payments Accounts, Income and Expenditure Accounts and Balance Sheet) for the year, the Audit Certificate, the Audit Report and replies to the audit objections prepared by Training Centre on the observations contained in the Audit Report shall be placed before the Committee.

n) Any other item as desired by the Chair

3. Organizational structure

3   The cadre strength in ETC was sanctioned way back in the year 1953. The same cadre strength is being continued with certain modifications. But the requirement of training has completely been changed. There is dire necessity to change the administrative processes and personnel management systems to suit the present training needs. Irrespective of the designation mentioned in the original cadre strength, the following organizational structure shall be followed duly reorganizing the existing posts with out change of pay scales for the time being.

3.1   The Gazetted Instructor (DPO) shall be designated as Vice-Principal. All other posts other than ministerial service are designated as faculty (Gazetted) and Junior faculty (Non-Gazetted) members.

3.2   One Field Instructor or Assistant Instructor shall be designated as Assistant Librarian cum Stores In-charge. The Assistant Librarian shall also be designated as Help Line Coordinator for providing necessary information to the field level functionaries especially elected representatives of PRIs.

3.3   The General Administrative section is headed by the Office Manager. He shall be in the cadre of Superintendent or Senior Assistant. If the post of Senior Assistant is not available, one of the Field Instructor/ Assistant Instructor shall be designated as Office Manager to look after the office administration. This section is sub-divided into accounts, establishment & training, Estate Management and Tappals.

3.4   One of the attenders shall be posted in the Hostel to provide services to the participants in changing of bed sheets, providing drinking water ETC.,

3.5   Each Gazetted Faculty should be entrusted with specific responsibility of administrative activities in addition to Academic activity such as Estate Manager, Hostel Warden, Training Manager, Farm Manager, Computer Centre Manager, etc,

3.6   There shall be atleast following Study Centres in the ETCs

      a.   Decentralised Planning and Administration Centre

      b.   Natural & Human Resource Management Centre

      c.   Information Management Centre including management of Help Line

      d.   Micro Enterprises Development Centre

A. Decentralised Planning and Administration Centre:

The thrust area for this centre is to develop the systems and procedures in such a way that the Panchayat Raj bodies are transformed as local self governments and fulfills the mandate as per the Panchayat Raj Act. This centre will organize the programmes on act and rules of APPR Act, Financial Management, Decentralised planning establishing the linkages with CBOs, networking of various institutions, networking of elected representatives to provide forum to air their views and find the solutions. This Centre also organize programmes like INDIRAMMA, SHGs, etc,

B. Natural and Human Resource Management Centre:

This centre focuses on management of natural and human resources including productive enhancement strategies ETC., This Centre organizes the training programmes on NREGS, Watersheds, Education, health, Water and Sanitation, vermiculture, Bio-diesel, CLDP, Disaster Management. This Centre is responsible for development of demonstration plots in the ETC and maintains these plots and identifies the Rural and Appropriate Technologies for adoption.

C. Information Management Centre:

This centre manages the library, helpline and Computer centre. In order to provide the information to the elected representatives and officials of PRIs, this centre maintains data base on various issues and keep readily available to the public. This Centre also organizes the training programmes on various Computer packages.

D. Micro Entrepreneurs Development Centre:

The micro and small industries sector has a long historical tradition and since independence has contributed significantly to the overall economic development of the country and continue to play a significant role in eradicating poverty and promoting higher levels of gainful employment. The PRIs has to play a very crucial role in promoting micro-enterprises. Hence skills pertaining to development of micro-enterprises must be

acquired by them. Further skill development progrmmes in carpentry, masonry, electrical, dying, fashion design ETC., needs to be undertaken.

The ETC should initiate action for the establishment of Micro Enterprises Development Centre in collaboration with Sri Ramanandha Thirdha Rural Institute, Bhudhan Pochampally, National Construction Corporation and allied organizations.

Helpline in ETC:

3.8   The representatives of PRIs especially at the Gram Panchayat level are not able to get critical information necessary for discharging the assigned responsibilities when it is needed. Most of the cases, the information from the government offices are not provided in a user friendly manner. Timely availability of information can increase the choices of Gram Panchayat.

3.9   In view of the above, a help line shall be established in every ETC. The help line should provide all necessary information to the representatives of PRIs whenever they need it over phone or by any other means. A helpline center located at the ETCs should have capacity to assess, forecast and fulfill the changing information needs that are necessary for effective performance of the PRIs. The helpline centre in ETC should have separate telephone and internet facility. The help line centre should collect the films on various issues, pamphlets, booklets, posters on RD programmes. The help line centre should maintain panel of experts who could be consulted on a given subject to fulfill the changing information needs of the people working with the PRI.

 3.10   **Primary customers for Helpline:**
- Elected representatives and officials of the PRI
- CBOs/NGOs representatives

3.11   What could be information needs:

It should cover 29 subjects earmarked for Panchayati Raj Institutions in the Constitution, APPR Act 1994 and rules issued thereon, Decentralised Planning, Rural Business Hubs, Jurisprudence, IT related information, recent developments in local governments, best practices in local governments, etc.,

3.12   The jurisdiction of Extension Training Centres:

The Extension Training Centres are regional training centres of AMR-APARD with jurisdiction of the following districts. The Extension Training Centre concerned is responsible for organizing training programmes for the functionaries of the districts within its jurisdiction.

ETC, Samalkot:
1. Srikakulam
2. Vizianagaram
3. Visakhapatnam
4. East Godavari
5. West Godavari

ETC, Bapatla

6. Krishna
7. Guntur
8. Prakasham
9. Nellore

ETC, Srikalahasthi

10. Chittoor
11. Kadapa
12. Kurnool
13. Anantapur

ETC, Rajendranagar

14. Ranga Reddy
15. Medak
16. Nalgonda
17. Nizamabad
18. Mahabubnagar

ETC, Hasanparthy

19. Warangal
20. Khammam
21. Karimnagar
22. Adilabad

Organizational structure

Managing Committee

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                        PRINCIPAL
                            │
                            ▼
                      VICE-PRINCIPAL
                          (DPO)
                            │
         ┌──────────────────┴──────────────────────────┐
         ▼                                              ▼
   Administration                                   Academic
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- Administration
  - Office Manager
    - Accts
    - Trgs. Tappals Dispatch
    - Admn Estate Management
  - Estate Manager
  - Hostel Warden
    - Receptionist
  - Farm Manager
    - Outsourced SHGs
- Academic
  - Information Management centre
    - Library
      - Asst. Librarian
        - Help Line
    - Computers centre
      - Programmes/ Computer Operators
  - Decentralised Planning & Administration Centre
  - Natural & Human Resource Mngt. centre
  - Micro Enterprises devp. centre

4. ADMINISTRATION

4.1.   The Principal is the overall in-charge of the Extension Training Centre

4.2.   The Gazetted Instructor in the cadre of District Panchayat Officer is designated as the Vice-Principal of Extension Training Centre

4.3.   The Vice-Principal will act as Principal in the absence of the Principal

4.4.   In the absence of the Gazetted Instructor (DPO), the senior most Faculty member in the ETC is designated as Vice-Principal. The Principal shall submit such proposal to the Commissioner and obtain orders from the AMR-APARD

4.5.   All Faculty members shall be provided computer with **Internet facility**. The broad band line may be taken from BSNL or other service provider to minimize the expenditure

4.6.   Office correspondence as far as possible shall be made through **E-Mail** in order to achieve speedy disposal of the business and also minimize the postal stamp charges. Every ETC shall create E-mail ID and inform to the AMR-APARD. The Faculty members and staff shall be encouraged to create their own E-mail IDs and make correspondence through E-mail ID.

4.7.   There shall be an exclusive telephone connection for **FAX Machine** in every ETC in order to receive the information without any interruption. Register of FAX messages shall be maintained in every ETC.

4.8.   **Intercom facility** shall be arranged in the ETC in order to facilitate speedy communication among various wings and hostels. PBX may be arranged and separate extension connection may be provided to each faculty, hostels and other places in the campus in a phased manner

4.9.   **Link officers** shall be appointed from among the faculty of ETC for each district to liaise with the district administration in implementation of district training action plan and also coordinate with the ZP Training Cell. The Principal shall also review the performance of the link officers in discharging their duties during their review meetings.

4.10.   The ETCs should computerize the particulars of target group for training i.e., elected representatives and official functionaries of PRIs. **This database must be** updated from time to time.

4.11.   Specific job chart should be prepared for each functionary in the ETC and fix the responsibility to the staff and faculty members. Clear job chart help to establish what people are expected to do, their relationships with other employees

4.12.   There shall be a **Computer Center** in every ETC to organize computer training for not less than 25 participants at a time and the computer training shall be a continuous process. The Principal shall enter into Full Service Maintenance Agreement with manufacture.

4.13.   There shall be **Photo copying Centre** in the ETC with required capacity. The Principal should enter into Full Service Maintenance Agreement or Annual Maintenance Contract with the manufacturer. An exclusive person who has been trained by the manufacturing company shall handle the Photocopying Machine. A register of photocopying shall be maintained. After the respective training course is completed, the photocopying operator shall get the signature of the Course Coordinator on the copies done in the course and charged to the particular course.

4.14.   Every ETC should have effective coordination with the **ZP Training Cell** in organizing the training programmes. The Link Officer shall visit the ZP Training Cell whenever he/she visits the district and review the progress of district training action plan. The Principal shall conduct coordination meeting with the DRPs of ZP Training cell at the ETC level on frequent intervals.

4.15.   **Hours of work:** The Training Centre should function from 9.30 AM to 5.30 PM during the course of training with one hour lunch break to provide more time for discussion on the subjects in the class room.

4.16.   The Commissioner, AMR-APARD may, from time to time issue such directions and instructions as deemed necessary for smooth running of the training center

4.17.   The Administrative Section should maintain the **stock file** on government orders and instructions received from the head of the office and other offices

4.18.   **Responsibility Mapping**: When the people are discharging different responsibilities for the same goal, there may be confusion over responsibilities. Responsibility mapping tool helps in identifying the actions carried out by the employees. The map can be built up through discussions with the faculty/staff

concerned to show an objective analysis of the work they do, and how they relate to each other. (Actors and Actions)

4.19. **Computerization** shall be taken up in all wings of ETC especially in accounts, training management, farm management. Necessary software can be obtained in consultation with NIC of the district concerned. This should be completed within six months from the date of issue of this manual

4.20. **ETC day:** Seminar on identified theme shall be conducted on ETC day in every year by inviting selective stakeholders, academicians and faculty of other ETCs and AMR-APARD. The proceedings of the Seminar shall be published and circulated to the concerned. The cost of seminar must be born by the funds generated by the ETC.

4.21. An **Annual Report** on the activities of the ETC shall be prepared and got it printed and shall send to the offices concerned. The cost of printing can be met from the M&I Account

4.22. **Attendance:** The Principal shall arrange E-Bat (Electronic Biometric Attendance System) on the lines of attendance system of AMR-APARD for recording the attendance of the faculty and staff members including the Principal. Meantime the Principal shall watch the attendance register every day and shall sign on it. Earned/Medical leave shall be sanctioned in extraordinary circumstances with prior approval of the Commissioner, if the period exceeds one month.

4.23. **General Office Discipline**: The office of ETC shall run as per the instructions issued in DOM with modifications issued by AMR-APARD. The Principal must set an example to others by himself attending office punctually. While in office all members of the establishment must behave in a quiet and dignified manner and give due respect to their superior officers.

4.24. Every Assistant shall maintain **Personal Register** and put up the files with relevant papers and submit the file to the faculty concerned through Office Manager. The faculty examines the file and offer his/her remarks, and pass on the file to the Vice-Principal/Principal. All important or new proposals shall be initiated by the faculty concerned only and after final approval of the proposal

and action is completed and then file shall be sent to office manager for safe custody.

4.25. Every **file shall be routed through the faculty** concerned. For example hostel and mess related files shall be routed through Hostel Warden, Library purchases and stationary items shall be routed through faculty in charge of library and farm related issues through faculty in charge of farm.

4.26. **Record Room**:   The records room is an important part of the office, which is normally, a neglected place, overflowing with old and unwanted files, can be made neat and tidy and keep readily accessible. The ETC shall maintain the Record Room. One of the assistants shall be placed in-charge of the record room.

4.27. The Principal shall ensure that all the ministerial staff and faculty should undergo **training on Office Management** (DOM) organized by Dr.MCRHRD Institute or any training institute in order to acquaint them in management of files and office procedures in ETC.

4.28. The ETC shall send **monthly reports to APARD** regularly as per the proformae mentioned in the Annexures 7,8,9,10,11,12 and 13 of this manual.

4.29. The faculty and staff should handle the computers independently. The Principal shall arrange **computer training** to all faculty and staff within three months after joining in the ETC.

4.30. All the faculty and staff should be trained in **handling the training equipment** such as operation of LCD Projector, OHPs, Mic systems ETC., They should be able to operate all these equipment independently.

5. Academic Council Meeting

5	In order to institutionalizing the internal brainstorming processes for systems improvement, the Principal shall conduct the Academic Council meeting with all the faculty members regularly on 1st and 16th of every month with the following specific AGENDA. If the dates happen to be a holiday, the meeting shall be conducted on the next working day.

a)	Feedback received from the participants on quality of training

b)	Income and expenditure analysis statement of various courses

c)	Issues relating to development of campus and hostels

d)	Implementation of Operation & Maintenance (O&M) Plan

e)	New proposals for development of training and physical infrastructure

f)	Coordination issues with district and mandal administration

g)	Documentation of best practices and shorts studies

h)	Review of Training Action Plans

i)	Review the performance of faculty and staff with self appraisal formats

j)	Presentations by the faculty on recent developments in PR&RD

k)	Any other item which Principal desires to review

5.1	If the Principal is not available at that time, the Vice-Principal shall conduct the meeting and shall not be postponed under any circumstances.

5.2	An exclusive Register for Academic Council Meeting shall be maintained in order to record the proceedings of the meeting and watch the follow up action.

5.3	No decision on any activities of ETC including infrastructure development or procurement shall be taken unless Academic Council resolves to do so. The Resolution shall be recorded in the Register concerned.

5.4	The resolutions shall be serially numbered and shall be quoted in the files and other correspondence

5.5	The proceedings of the Academic Council meeting shall be communicated to the AMR-APARD within seven days of the meeting.

5.6	The Register of Academic Council meeting shall be under the custody of Office Manager

6. Preparation of Annual Training Action Plans

6.   Every ETC shall prepare Annual Training Action Plan for the next financial year in the month February along with training budget as per the norms fixed. The main objectives of the Annual Training Action Plan are to provide a definite direction to the training programmes of ETC, and also to ensure monthly and quarterly monitoring of physical and financial progress.

6.1   In order to make optimum utilization of training infrastructure and to reach more number of functionaries, the entire hostel accommodation must be multiplied by the number of working days as per the Government calendar. It comes to total training days. The total training days should not be less than the training days proposed in the Training Action Plan. For example, there are 120 bed accommodation available in ETC and 24 working days in the month of June. The Total training days for the month of June are 120X24=2880.

6.2   The sessions handled by the in-house faculty shall be taken into account while calculating the requirement of guest faculty. As far as possible, a minimum of fifty percent of the sessions shall be handled by the faculty of ETC

6.3   Every year focused target group shall be identified. Training Action Plans shall be prepared as package to cover the target group as per Training Needs Analysis (TNA). The total target group should be completed as far as possible within one training calendar in order to assess the impact of training on the performance of the functionary or PRIs concerned.

6.4   District Officials concerned shall be involved in preparation of training action plan and involve them in discussion about the reasons for training and try to ensure that they should own it up.

6.5   There shall be perfect integration on the Training Action Plans prepared by AMR-APARD, Extension Training Centres and Zilla Parishad Training Cells. This activity shall be coordinated by the Centre for Decentralised Planning and Administration in AMR-APARD.

6.6   If there is any problem in implementation of Training Action Plan and the target group is not being relieved for training due to sudden introduction of any

government programme, the Principal shall forecast this and prepare alternative contingency training action plan for optimum utilization of training infrastructure.

6.7   The Annual Training Action Plan shall be got printed by the ETC as far as possible and communicate to all officers concerned for taking necessary advanced action on relief of participants

6.8   The Annual Training Action Plan of ETC shall reflect the following items:

    a.   Who is to be trained
    b.   Why they are to be trained
    c.   When they are to be trained
    d.   What course has been identified to meet the training requirement
    e.   How long is the course (Duration)
    f.   How much will be the training cost
    g.   What are financial sources to implement the action plan
    h.   Physical and Human Resources requirements for implementation of the training action plan
    i.   In-house Vs. External faculty/Resource person
    j.   Need for orientation of faculty/Resource person for newly developed training modules
    k.   Availability of modules or a plan to prepare them
    l.   Printing of reading material/ training modules

6.9   It is important not only to cover the entire clientele group in an organized manner in the specific time frame but also to accord due credit to the "quality" aspect of training. While preparing the Training Action Plan, strategy as how to ensure the quality of the training programmes shall be indicated.

6.10   Organizing workshops/seminars on various aspects of Rural Development shall be part of the Training Action plan.

6.11   In order to implement the Training Action Plan, the Extension Training Centre should initiate action for development of networking with District and Sub-district Training Centres to out reach the target group. It is the responsibility of District Link Officer of ETC to develop the network.

7. Organization of Training Programmes

7.1   The training programmes shall be conducted as per the Annual Training Calendar of the ETC with such modifications as may be approved by the Commissioner, AMR-APARD

7.2   The Principal shall **appoint Course Coordinator** for each training course well in advance from the faculty of those who have fulfilled the following requirements:

   a) The Faculty shall complete the DTS and DoT courses offered by the DoPT

   b)   The Faculty shall aware of operational guidelines of ETC and completes the attachments to the various wings of the ETC soon after joining of ETC

   c) The faculty shall act as Assistant Course Coordinator for at least two courses

   d) The faculty should have at least 3 months experience in the ETC as faculty

   e) The Principal as far as possible provide equal opportunity to all faculty to act as a Course Coordinator for the training courses

7.3   **Course budget** shall be prepared by the course coordinator for each training course based on the standard rates fixed by the AMR-APARD and get it approved by the Principal atleast one month in advance in order to obtain nominations from the districts. Coordination charges of Course Coordinator/Assistant Course Coordinator shall be part of honorarium head but not from M&I account.

7.4   Each training programme shall be conducted by a **Training Team**, which shall comprise of a Course Coordinator, Assistant Course Coordinator with attendar assistance. The Course Coordinator preferably a gazetted officer.

7.5   The Course Coordinator shall structure and design the training programme on the basis of standard module prepared or approved by AMR-APARD. The Course Coordinator shall invariably go through the reports and feed back received on the training programmes conducted on the same subject in the past and suggest changes if any required. Efforts shall be made to improve each successive programme on the same subject.

7.6   The minimum number of participants for each training course is 25 and maximum is 40 participants.

7.7   List of Resource persons should be available in the ETC. Updation of the list must be a continuous process in the ETC.

7.8   The resource persons for training course shall be drawn from among the faculty members and outside experts wherever needed. The list of resource persons should be made available with the Course Coordinator

7.9   Honorarium may be paid to the guest speaker @ Rs. 200/- per session consisting of one and half hour and Rs. 50/- towards Transport charges. One guest speaker should not be engaged for more than two sessions in a day

7.10   As far as possible the ETC should identify the facilitators/Resource person who can spare their entire time in a day on fixed honorarium to facilitate the entire training programme and made available to the participants on round the clock

7.11   As far as possible the services of the guest faculty may be used to a limited extent and the Major topics in training programmes are to be handled by the faculty of ETC.

7.12   If series of training courses are planned simultaneously (in cascading mode), the Principal himself shall be as overall training coordinator and the venue course coordinators will be responsible for smooth conduct of the training at respective venues in the ETC or other places

7.13   **Classroom arrangements:** The chairs and tables/benches ETC in the class shall be kept flexible so as to change the seating arrangements for group discussions, conducting workshop,etc.

7.14   Seating arrangement in the classroom should be in **'U'** shape or Semi circle so that eye contact can be maintained and one can generate greater interaction with the participants.

7.15   Arrange the minimum **training equipment** such as white boards, OHP, TV and DVD Player and public address system in the classroom in working condition. Gradually all classrooms must be equipped with LCD projectors with computer connection and a collar mike

7.16   The **registration of participants** shall start one hour before the commencement of the programme. Folder, pen, scribbling pad along with the reading material shall be given at the time of registration. Prescribed Registration forms should be used. All the registration forms shall be computerized in the training management package developed by AMR-APARD

7.17 A **group photograph** with all the participants shall be taken in every course and one copy shall be attached to the Course Completion Reports and become part of the connected file for the future verification. An album shall also be maintained in this regard.

7.18 A **certificate** for successfully attending the programme shall be awarded to each of the participants along with a copy of the group photograph at the valedictory session

7.19 The training center should identify the following Institutions and arrange **field visits.-**

1. An efficiently running Gram Panchayat and Mandal Parishad

2. Well organized SELF HELP GROUPS such as VOs, Youth Groups, Water Users Associations, School Management Committees, Mothers Committees, Mahila Mandals, Watershed Associations, Vanasamrakshana Samith, etc.,

3. The GP awarded with Nirmal Puraskar Award

4. Successful Social Forestry programme including nursery maintained by Govt. or Voluntary Organisations.

5. Vermiculture or compost manufacturing programme

6. Successful Micro Enterprises such as Dairy farm, Poultry farm, Sheep breeding station, Sericulture, Pisciculture Projects and other Cottage and Village Industries, NREGS .

7. Well organised Primary Health Centre and Sub-Centres
8. Nirmiti Kendra maintained by Housing Corporation

7.20 The **objective of arranging the field visits** is to understand the process, or the working methods of each, so that the members can acquaint as to what can be done, where, and how, and what cannot be done.

7.21 **Extra-Curricular activities:** To break the monotony in the training, the trainees should be encouraged to participate in Sports, Yoga, and cultural activities and group discussions. The Training Centre may purchase essential sports material following the due procedure.

7.22 ETCs should design "**Assessment of Training Course"** document for each training course. Questions should be Objective and Multiple choice, true or false questions covering entire syllabus of training course arrangement and facilities and

assess the performance of the participants and take remedial measures to improve the quality of the training besides sending the marks to the head of the office concerned.

7.23 **Follow Up action:** After successful completion of the training, the Course Coordinator should conduct Evaluation in the Computer Lab specially designed for this purpose or with manual feedback form. He/she shall also visit the districts to interact with trained participants at the field level on how the training helped the participants in improving their performance. This should be a continuous process.

7.24 **Documentation of Training**: The Principal shall take steps to get every training documented with the help of faculty members and keep the records for future reference. These records must be made available to the inspection officers/audit.

Ensure the Quality of Training Programmes:

7.25 Soon after completion of the training course, the Course Coordinator shall prepare the consolidated feedback report of the participants and also marks obtained by the participants in the appraisal test and discuss in the Academic Council Meeting for remedial action

7.26 In order to ensure quality in training, an eminent or training expert from outside the ETC may be engaged to advise on the quality of training in ETCs. He may be paid Rs. 1000/- per visit to ETC in addition to TA&DA. There shall be some mechanism to follow up on the decisions taken in this regard.

7.27 The Principal shall send the faculty members to the field to study the impact of the training on various functionaries trained in ETC. They shall study the impact of training on functioning of the PRIs concerned.

7.28 It is the responsibility of the Course Coordinator and other faculty members to maintain the quality of the training programme and initiating follow up action on the advice of Academic Council.

8. Mobilization of Resources

8   Apart from the funds released by the AMR-APARD, the Principal shall mobilize the funds for training programmes and development of physical infrastructure. It would be one of the performance indicators for recording the efficiency of the Principal.

8.1   Prior to the preparation of the Annual Training Action Plans, the Principal shall meet heads of the respective departments and enlighten the facilities and faculty expertise available in the ETC and mobilize the resources from other rural development organizations/agencies like DRDA, DWMA, AIDS Control Society, Youth Welfare Department, Tribal Welfare Department (ITDA), other Corporations, Temple Managements, ETC., and prepare the training calendar.

8.2   Ministry of Rural Development, Government of India is releasing recurring grant every year @ Rs. 10 lakhs for each ETC. AMR-APARD is releasing the funds for sponsored training programmes. U.Cs and fresh proposals should be submitted within the stipulated time

8.3   On an average each ETC is receiving @ Rs. 50 lakhs from the state government as non-plan budget support. The entire amount should be spent as per the guidelines and project the budget figures as per the requirement and pursue the matter with the concerned.

8.4   Since the ETCs are organizing training programmes to PRIs, these institutions must be encouraged to contribute funds on the lines of contributions to the State Sports Councils. The Principal should take necessary steps to mobilize financial resources atleast one lakh from Zilla Parishad and five thousand from Mandal Parishads and one thousand from Major Gram Panchayats. This contribution is permitted in terms of orders issued in G.O.Ms.No. 520 PR&RD (Mandal.I) dept dated 7.12.2006

8.5   In order to generate more funds, ETCs can give classrooms and hostel accommodation to other departments or training institutions on hire basis, if there are no training programmes of ETC

8.6   The Extension Training Centres are proposed to be maintained their accounts in Double Entry System as they are receiving funds from various sources other than budget allocation. Hence there is lot of scope to take loans from the Commercial Banks for building the physical infrastructure. The Principal shall explore all

possibilities and prepare the proposal and submit to the Commissioner, APARD for approval.

8.7 Resource potential of ETC:

Resource Potential for Extension Training Centre is as follows:

	Estimate	Rs.
1.	Non-Plan Budget support	50,00,000
2.	Recurring Grant from MoRD,GOI	10,00,000
3.	From AMR-APARD	69,12,000
	(120 participants X 24 workings in a month X 12 months X @ Rs. 200 per participants)	
4.	Farm & Diary Produce& other receipts	5,00,000
6.	Contributions from PRIs & MLA/MPLAD	25,00,000

	Total Rs.	1,59,12,000

8.8   As far as possible, contribution from the PRIs shall be utilized for the development physical infrastructure in ETCs. Simultaneously, the ETC shall prepare ETC specific physical and training infrastructure development proposal under Non-Recurring Grant and submit to the Ministry of Rural Development (MoRD) through AMR-APARD and NIRD. Mere submission of proposals or addressing the concerned is not sufficient. Persuasion with the concerned is most critical factor in mobilization of resources. The performance of the Principal shall be assessed on this count.

9. Financial Management in ETC

9   Double Entry System should be followed in maintenance of accounts in all ETCs in respect of funds other than non-plan budget allocation. Accordingly, proper accounting system should be put in place.

The ETC shall select a nationalized bank branch to open an account in order to facilitate on-line transfers from AMR-APARD and other institutions. Once selected, the account shall not be changed to any other branch or bank without the permission of Commissioner, AMR-APARD

9.1   There shall be a written undertaking from the Bank that it will follow the operational guidelines of ETC while drawing the funds.

9.2   Money accruing as Interest on bank balance will be added to the M&I account and the expenditure shall be incurred as per the guidelines of M&I account operations

9.3   Every ETC should prepare their income-expenditure analysis and submit report to the AMR-APARD once in every three months

9.4   The funds in respect of approved training courses as per Annual Training Action Plan are released by AMR-APARD on quarterly basis. Funds for the first quarter is released based on approved training action plan. Subsequent releases will be made based on the scrutiny of expenditure particulars submitted by the ETC as per APARD norms. Unless the expenditure particulars are furnished in every month to the Academy, further funds will not be released for the next quarter.

9.5   Two officers should be designated to sign on the cheques issued by the ETC. Cheques must be signed by both the Principal and Vice-Principal (DPO). In the absence of Vice-Principal, the senior faculty should sign as second signatory. Accordingly, the Bank/Treasury should be intimated duly sending the specimen signature of the above three officers

9.6   All the Training Course expenditure should be certified by the Course Coordinator

9.7   Course Advance should be given to the Course Coordinator as per the course budget and must be adjusted within 7 days after the completion of the training course. Otherwise the Principal should recover the course advance amount from the salary of the Course Coordinator concerned failing which it will be tantamount to temporary misappropriation

9.8 A separate Maintenance & Infrastructure (M&I) account should be maintained in each ETC. The entire surplus generated in ETC including income from farm should be deposited in M&I Account. The expenditure from M&I account shall be incurred as per the guidelines issued by AMR-APARD from time to time

9.9 Every Training course should be charged as per the rates permitted by AMR-APARD. Standard Charges fixed by AMR-APARD for charging the training course is as follows. These charges are modified from time to time

a) Meals & refreshments cost not exceeding Rs. 75/- per day per participant

b) Hostel Room Rent Rs. 50/- per day per participants

c) Class Room Rent Rs. 500/- per day for Non-AC. For AC class room (Computers room) Rs. 1500/-

d) The cost of Stationary for participants such as Folder/Bag, Pen, Scribbling pad etc., should not exceed Rs. 50/- per participant for each course. However the cost of the actual material supplied will be taken into account

e) Contingencies for each course with a duration of one week should not exceed Rs. 1000/-

9.10 The prescribed registers in various wings of ETC shall be maintained. It is the responsibility of the Principal to inspect all these registers on continuous intervals and take remedial measures for strict enforcement.

9.11 The accounts of all transactions for each month shall be compiled in a monthly abstract of receipts and payments under the prescribed heads of accounts. The monthly abstracts will show the figures for the current month as well as progressive totals to end of the month. This Abstract shall be submitted to the Commissioner, AMR-APARD monthly for review.

9.12 As soon as practicable after the accounts of a financial year are closed but not later than the end of June following, the Principal of ETC shall cause to be compiled and prepared the Annual Accounts of the ETC as on 31st March for the preceding year, consisting of:

a) Receipts and Payments Accounts;

b) Income and Expenditure Accounts; and

c) Balance Sheet.

9.13   The Commissioner, AMR-APARD shall be competent to lay down such procedures and issue such instructions for the due observance as may be necessary from time-to-time.

9.14   The accounting and other records shall be made available to public on demand as per the Right to Information Act

Guidelines for Maintenance of M&I account:

9.16   The objective of creating Maintenance & Infrastructure (M&I) Account in the ETC is to provide continuous support to the O&M activities in ETC in order to ensure smooth running of the training programmes. The following receipts should be credited to the M&I Account:

    a. Fifteen percent centage charges of total training budget

    b. Rent charged on Hostel Rooms, training halls of ETC

    c. Income derived from farm, diary and related activities

    d. Receipts on contingent charges, cost of stationary released by APARD & Other Agencies

    e. Receipts on hiring of hostel and class rooms in ETC

    f. Surplus balance on training programmes conducted for the other departments

    g. Receipts on Auctions/sale of dead stock etc.,

    h. Any other income which cannot be specifically defined shall be transferred to M&I account

9.17   The precious financial resources available in M&I Account shall be spent judiciously. The Academic Council shall approve the expenditure proposed to be incurred. The funds raised under M&I account should not be expended unless the Commissioner, AMR-APARD permits. However, the expenditure can be incurred to the extent the delegation has been made in these guidelines by following the due procedure. The following items can be met from the M&I Account:

    a) Maintenance of buildings and other O&M activities

    b) Development of agriculture farms subject to reimbursement

c) Development of training and physical infrastructure

d) Contingencies over and above the budget provision

e) Engaging consultants/Technicians other than agriculture farm

f) Conduct short studies and document the best practices

g) Providing Security System to ETC

h) Incentive for Principal based on his/her performance

i) Honorarium/Incentive for Hostel Warden

9.18 Financial Powers of the Principal, ETC:

The Extension Training Centres are regional training centres. Whoever holding the head of the training centre shall exercise the financial powers as regional officer as ordered in G.O.Ms.No. 148 F&P Dept dt 21.10.2000 to the extent indicated below: However, the procedures as indicated in these guidelines shall be followed while incurring the expenditure:

Sl.No	Item of Expenditure	Ceiling limits for Regional Officers
1.	Hiring of one vehicle, if govt. vehicle is not available	As per the hire rates fixed by the Govt from time to time
2.	Purchase of stationery	Full powers
3.	Purchase of steel and wooden furniture (a) Purchase of furniture (b) Repairs to furniture	Rs.50,000/- Rs.5,000/-
4.	Purchase of bulbs and Lamps	Rs.10,000/-
5.	Electrical installations: For additional improvements and alterations to the existing electrical installations for the buildings	Rs.5.000/-
6.	Purchase of Books for the library	Rs.5,000/-
7.	Crockery, Cutlery & Utensils (initial purchases)	Rs.1,000/-
8.	Printing and binding	Full powers subject to approval material to be printed

9.	Purchase of Fans/tube lights	Full powers
10.	Purchase and maintenance of Air coolers	Full powers
11.	Legal charges to be paid to Govt. pleaders	Full powers as per govt rules
12.	Maintenance of Residential non-residential buildings of ETC	Not exceeding Rs. 25,000/-
13.	Maintenance of computers	Full powers(through APTS or original manufacturer)
14.	Maintenance of Xerox machine or FAX machine	Full powers (with original manufacturers)
15.	Purchase of computers/ fax machine, stationery (printer Ribbons, Heads Cartridges, floppies, CDs and Tapes ETC.)	Full powers (procedure has to be followed as indicated in these guidelines)
16.	Supply of uniform cloth to class IV Employees	Full powers as per the eligibility
17.	Telephone for connectivity purposes	Full powers
18.	Internet service charges	Rs.1,000/-
19.	Refreshments expenditure on visits of officials from other states	Rs.1000/-
20.	Pest control Measures, Fire Alarm and fire extinguisher maintenance	Full powers
21.	Electrical & Net working works relating to computer, Air Conditioner and UPS equipment	Full powers
22.	Courier charges	Full powers
23	Other contingencies bills such as Electricity, Water, Telephone bills etc.,	Full powers as per rules

10. Procurement of Stationary and Stores

10   Generally, there is a strong tendency to avail funds as per the guidelines irrespective of actual need and rational approach. There is a necessity for simple and transparent procedure in procurement of stationary and stores;

10.1   The ETC should not purchase the stationary in piecemeal manner.

10.2   The stationary requirement should be assessed based on the last three years experience and call for tenders for procurement of stationary as per the procedure in vogue. A rate contract should be fixed with the contractor in the particular financial year and obtain the stationary for every three months as per the requirement of training. The rates quoted in the tender will be valid for a period of one year and to be extended on mutually agreed terms and conditions.

10.3   Specified training equipment such as Computers, Printers, OHPs, LCD projectors, consumable items like printing cartridges, photo copiers spares and furniture items like tables, chairs shall be purchased on rate contract entered into with original manufacturer or authorized dealers.

10.4   There shall be a committee to procure the stationary, furniture and other items involving expenditure above Rs. 5,000/- for calling and approve the tenders. The Committee shall consist of the following members:

      a) The Principal of ETC concerned   Chairman
      b) Principal of the adjacent ETC   Member
      c) Senior Faculty Member of ETC   Member
      d) Assistant Principal (Industries)
          of district concerned   Member
      e) Link Officer of AMR-APARD   Member

10.5 The proposal involving expenditure below Rs. 5000/- can be sanctioned by the Principal after placing the matter before the Academic Council.

10.6   Only reputed Firms/Companies having minimum three years experience in the field of supply of General Stationery items should be allowed to quote their rates. Under any circumstances, the rates quoted in the tender should not exceed the local market rate. The Principal should take all necessary steps in this regard.

10.7 In order to have transparency in purchases, the comparative statement of prices must be placed in the notice board of the ETC

10.8 Separate Stock Registers shall be maintained for consumable and non-consumable items in every ETC

10.9 Stationary Indent Register shall be maintained in stores section. Stationary shall be issued to the Course Coordinator or Office Manager based on the items recorded in the Indent Register by them

10.10 The stationary taken as per Stationary Indent Register by each Course Coordinator or other office staff should be tallied with the Stock Register in every month. Accordingly, the Principal shall certify in the register

10.11 The scribbling pad/writing pad should get printed with ETC name. The name of the ETC should also got printed on Pen to be issued to the participants

10.12 The stores in-charge for issue of stationary must be clearly designated in ETC. He/she shall execute Indemnity Bond as per the Financial Code.

10.13 **Auction of old stock:** There are a lot of dead stock articles, furniture, and tools with the ETCs. The Principal shall take necessary action to repair the useful and working articles incurring minimum amount from M&I account and take action for condemning and auctioning the unserviceable articles duly observing the procedure and auction shall be done in the presence of the above committee.

11. Management of Human Resources

11. The following Non-plan posts are available in Extension Training Centres

S,No.	Name of the Post	ETC, Samalkot	ETC, Srikalahasti,	ETC, Bapatla,	ETC RJNR	ETC Hasanparthy	Total Non-plan posts	Remarks
**EXTENSION TRAINING CENTRES (REGIONAL OFFICES)**
**(vide G.O.Ms.No.473 dt.12.12.2005 of Finance (SMPC) Dept.)**
1	Principal	1	1	1	1		**4**	
	Principal (one JD post in AMR-APARD)					**1**		
2	Gazetted Instructors	1	1	1	1		**4**	
3	Veterinary Officers	1	1	1	1		**4**	
4	Chief Instructor	1	~	~	1		**2**	
5	Agriculture Officer	3	3	3	**7 (- 4)**	4	**16**	
6	Mandal Parishad Development Officer	1	1	1	1		**4**	
7	Sr.Co.op Inspectors	~	1	1	1		**3**	
8	Office Manager	~	~	~	1		**1**	
9	Asst. Instructor	3	~	~	**3 (-1)**	1	**6**	
10	Field Instructor	2	2	2	**2 (- 2)**	2	**8**	
11	Demonstrator in Audio Visual Aids	1	1	1	2 (-1)	1	**5**	
12	Senior Assistant	~	~	1	1		**2**	
13	Electrician	~	1	~	1		**2**	
14	Store Keeper cum Clerk	~	~	~	2 (-1)	1	**2**	
15	Junior Assistant	2	2	2	2		**8**	
16	Typist	1	1	~	1		**3**	
17	L & T Driver	~	~	~	1		**1**	
18	Driver	2	~	~	~		**2**	
19	Agriculture Maistry	1	~	~	1		**2**	
20	Mazdoors	~	5	4	~		**9**	
21	Attenders	4	3	3	7 (-3)	3	**17**	
22	Attender cum Choukidar	~	~	~	1		**1**	
23	Choukidar	2	~	~	1		**3**	
24	Mali	~	~	2	~		**2**	
25	Sweeper	1	~	~	1		**2**	
26	Scavenger	~	~	1	~		**1**	
27	Night Watchman	1	1	1	2		**5**	
28	Electrical Motor Attender	1	~	~	~		**1**	
29	Masalchi	1	~	~	~		**1**	
30	Tractor Cleaner	~	~	~	1		**1**	
	Total	**30**	**24**	**25**	**43 (- 13)**	**14**	**122**	

11.1 There are 122 non-plan posts are available in ETCs. All the faculty and staff are being drafted on deputation basis. It is the responsibility of the Principal to take necessary action to fill all the vacancies as per the procedure in vogue. Under any circumstances there shall not be any extension of deputation of a particular staff/faculty member beyond 5 years.

11.2 The Principal shall not wait for the applications from the candidates. He should take proactive steps and mobilize the willing candidates by addressing the district level offices and forward the same to AMR-APARD for conducting the screening test.. Every ETC should have an advance action keeping in view of the completion of deputation period of faculty members.

11.3 The Principal shall select the Ministerial Staff members on deputation basis from any department after testing their competence

11.4 The A.P.Public Employment (Organization of Local cadres and Regulation of Direct Recruitment) Order 1975 shall be followed while drafting the employees from various departments as ordered in G.O.Ms.No.546 PR (SPF) Dept dated 10.06.1976

11.5 **Trainers' Selection:** Trainers are heart and soul of the training function. Not everybody is a potential trainer. It is extremely important that a trainer acts as a role model for the trainees. As such he/she should not only be a person seen as successful in his/her line department but must also be a person imbued with a proper value system. It is therefore, important to have the right persons selected as trainers because very substantial investment would have to be made to build their capacities to become effective trainers.

11.6 All the Faculty members of ETC shall be recruited **through screening committee** headed by the Commissioner, AMR-APARD. The members of screening committee shall consist of one eminent Professor from NIRD, one psychologist who is well versed with psychological tests on the lines of defence service recruitment and one of the Centre Heads in AMR-APARD, any HRD Manager from the Commercial organizations.

11.7 Every year in the month of March, news paper notification shall be issued through CDS-APARD calling willing candidates from Panchayat Raj and all other

Development Departments in the Government and Public Sector undertakings for recruitment of faculty in ETCs with the following qualifications. Such Departments must be addressed besides giving notification in largest circulated news papers in order to give wide publicity for the faculty position.

1. He/she must be Post Graduate or professional graduate
2. He/she should have at least 5 years of field experience in Panchayat Raj Institutions or other Rural Development Departments
3. He/She should not exceed 55 years of age at the time of notification
4. He/she should have proven good track record and should not have any disciplinary cases pending against him/her
5. Preference shall be given to those who are having Computer skills
6. **Preference shall be given to those who are having Training experience**

11.8 The Screening Test shall consist of Attitude Test, Group Discussion followed by the interview. The selection process shall be transparent and any candidate can get the documents of the selection proceedings under Right to Information Act.

11.9 As far as possible, the faculty shall be selected with subject background of Panchayat Raj, Natural Resource Management like watersheds, Agriculture and Animal Husbandry, Rural Engineering and appropriate technology, Human Resource management like Water and Sanitation, Nutrition, Education, Rural livelihood, and Information Technology, etc.,.

11.10 The selection procedure shall be completed within one month and the selected candidates shall be drafted in the month of April or May in every year.

11.11 The Committee shall prepare panel for requisitioning the services of the candidates from line departments and also fill the subsequent vacancies from the panel during the year.

11.12 **Faculty Capacity Building Action Plan**: The trainer having been selected after scientific testing of his/her trainer potential, it is necessary that suitable mechanisms are evolved by which a trainer is enabled to keep abreast of various changes in the field. The Principal shall prepare every year capacity building action plan of the Faculty members. Since most of the Faculty members are drafted from the field he/she shall undergo atleast one training programme for every six

months to upgrade their skills. Intensive Training should be given to all the staff and faculty members of ETC. Every faculty member and staff member should be able to attend to their work on computer independently

11.13 Soon after the joining of new faculty member in ETC, the Principal shall arrange **one week induction training for the new faculty** on the operational guidelines of ETC and attach the faculty with each wing in ETC to understand the activities in ETC and orient him/her to the training function. He/she should make his/her presentation on the observation during the immersion training (attachments) in the Academic Council meeting held regularly in ETC

11.14 The new faculty shall undergo DTS, DoT, and Computer Skill Training and complete these training within six months after joining. He/She shall consider for acting as Course Coordinator only when he/she completes the above basic training.

11.15 There shall be a transparent assessment system to assess the performance of the faculty members. The workload shall be assessed in every month based on the performance indicators mentioned in the **Annexure** for this purpose. These indicators are dynamic in nature and need not be static one.

11.16 **The Tenure for Faculty:** There shall be 3 years tenure not exceeding 5 years for the faculty. The Principal shall take undertaking from the candidates to this effect. The return of a trainer to the field after 5 years tenure in the Extension Training Centre is inevitable so as to ensure that the person does not lose touch with the ground realities. The Principal of ETC shall relieve the faculty members immediately after completion of 5 years without waiting for any further orders from the AMR-APARD. However, the name of the person who worked in the ETC shall be included in the Resource Pool of ETC in order to utilize his/her services while organizing the training programmes. This will give an additional sense of importance to the person concerned that the "once a trainer always a trainer".

11.17 **Incentive:** The job of the trainer needs to be given additional respectability as also increased importance. It is therefore, necessary that a suitable scheme of incentives, both monetary and otherwise may be put in place for those prepared to work as faculty members in the ETC. The Payment of 'incentives' to the sponsored programmes and project work to the faculty is as follows:

S.No.	Details of the item of work	Criteria	Amount Rs.
1.	Course Coordinator for other than non-plan budget programmes/ sponsored programmes/ project based programmes	@ Rs.100/- per training day for coordination for 30 participants course	Depends on duration of the course
2.	Assistant Course Coordinator	@ Rs. 50/- per training day for coordination for 30 participants course	Depends on duration of the course
3.	Preparation of Training Manual/ Reading material for print	For Every accepted manual	3% of the cost or as decided by the Commissioner, AMR-APARD
4.	One week study on documenting the best practices or impact study	Fro every accepted paper	Rs.1000/- besdies TA&DA
5.	Research Studies/Action Research, ETC.,	As per the accepted research proposal	
6.	Every faculty/Jr.faculty is eligible to reimburse his/her cell phone bill	Cell phone bill shall be produced in every month	Not exceeding Rs. 750/- PM or on par with MPDO

11.18 The Principal is eligible to draw Rs. **3000/-** per month as an incentive for his performance in management of ETC. The incentive can be drawn from the M&I Account. The incentive shall be paid in proportionate to the wieghtage get in the performance indicators as decided from time to time. He is also eligible to reimburse his/her cell phone bill not exceeding Rs. **1,500/-PM**. As far as possible the cell phone bills of the faculty and the Principal shall be drawn from non-plan budget funds. If the budget is not sufficient, the Principal shall take all necessary steps to ensure the increase of the non-plan budget provision in order reduce the burden on M&I account. He/she can **hire car for official use**. However, he/she shall spare his/her hired car for bringing the guest faculty and other emergency services as situation demands.

11.19 **Pool of Resource Persons to supplement the existing faculty:** The Principal should develop pool of resource persons from retired government servants, NGOs, and elected representatives etc., All selected resource persons should be trained in the AMR-APARD on training skills to utilize their services whenever needed. As far as possible, individual transport for outside faculty must be avoided. They may be encouraged to make their own transport arrangement to reach the training Centre or stay in the guest house of ETC in case their services are continuously requisitioned.

11.20 The Extension Training Centres shall act as leadership development training centres for Panchayat Raj Institutions. Hence the ETC shall identify the elected representatives of PRIs who have done considerable work in PRIs as trainers and utilise their services while organizing the training programmes for elected representatives of PRIs. The capacity of these trainers shall be built by organizing the training programmes on continuous basis. The selection of Trainers shall be done in transparent criteria.

12. Management of Library

12	The Library shall act as Resource Centre and information Centre in ETC.
12.1	One of the field instructors should be kept as full time in charge of library with overall supervision of one gazetted faculty member
12.2	Minimum of two persons from each ETC should be trained in management of library at AMR- APARD.
12.3	ETC should subscribe for magazines such as YOJANA, KURUKSHETRA, Journal of Rural Development, Social Welfare, Khadi Gramodyog, Grameen Vikas Patrika, CORD Index prepared by NIRD, Panchayati Unnati, Indian Journal of Training and Development etc.
12.4	Every publication/periodicals/daily news papers received in the Library should be stamped with the Library date & stamp on its title page and also on the outer cover wherever possible, and will be entered in the registers maintained for the purpose
12.5	The Assistant Librarian should classify and catalogue of all books as per the library rules
12.6	All the reading material supplied by AMR-APARD shall be kept under control of Librarian for issue of faculty at the time of training course. An exclusive stock register shall be maintained in the library for this purpose
12.7	The details of the books shall be made available to faculty and participants
12.8	There shall be proper mechanism for issue and return of the books
12.9	The Principal is empowered to subscribe the news papers and magazine and permitted to purchase of books upto Rs. 5,000/- based on the selection of books made in the Academic Council.
12.10	The Library in-charge shall scrutinize every bill for books and periodicals bought and submit to the Principal
12.11	The Principal shall arrange for auction of old magazine, newspapers and unusable books by following the due procedure.
12.12	Every ETC shall prepare detailed guidelines for smooth running of the library
12.13	Principal shall ensure that the required facilities such as chairs, fans, tables are available in the reading room of the library.

13. Management of Hostels and Canteen

13.   A Warden shall be appointed from the faculty to look after the maintenance of hostel and oversee the quality of food in the mess in ETC. The Warden should be changed for every six months on rotation basis. The Warden may be paid Rs. 500 PM as honorarium

13.1   Each ETC should prepare specific guidelines for maintenance of hostel

13.2   Telephone facility on payment basis may be provided in the hostel premises. A private person preferably physically challenged person may be allowed to maintain the public telephone booth at the hostel. However, that person should wear identity card issued by the Principal

13.3   Reception arrangements shall be made at hostel to receive the participants and provide accommodation. One person shall be designated as assistant receptionist to guide the participants and allot the rooms.

13.4   The Warden shall attend the duty in the early morning while allotting the rooms to the participants and to ensure proper accommodation and other facilities to the participants

13.5   A complaint Register must be made available to the participants at the hostel to register the complaints on leakages of tap, electrical problem, cleaning bathroom, change of bed sheets, cleaning of the room, etc.,

13.6   The hostel warden should examine all these complaints and take remedial action on them. Accordingly, he should record in the register to this effect

13.7   The Warden shall ensure display of the boards on "Dos and Don'ts" in the hostel rooms with special focus on saving of electricity, water, etc.,

13.8   Mess timings should be displayed in the hostel and should be followed strictly. Consumption of alcohol should strictly be prohibited. The warden should take stern action against the participant concerned if there are any proved misbehaviour in the hostel premises

13.9   A register shall be maintained to ensure change of bed sheets, cleaning of rooms and toilets, etc.,. This responsibility should specifically entrusted to one of class IV employees of the ETC. The Warden should continuously watch this register

13.10   The Warden shall identify the Dhobi in the local area to provide washing facility to the participants. Full details relating to Dhobi should be taken and the Principal should issue identity card to the Dhobi

13.11   The warden should ensure proper lighting and necessary furniture in the hostel rooms and mess hall.

13.12   Maintenance of Mess should be outsourced. Mess contract shall be entrusted after calling tenders only. Menu should be fixed while calling the tenders

13.13   A Register shall be kept in the dinning hall to record the comments of the participants on the quality of the food

13.14   The Warden should ensure that all Mess workers should wear Uniform and maintain cleanliness in dinning hall. Identity cards shall be given to all mess workers

13.15   Necessary Cooking vessels shall be supplied to the Mess Contractors by the ETC. The Contractor shall acknowledge the receipt of cooking vessels in the stock register of ETC.

13.16   The Course Coordinator shall issue coupons to the participants for meals. The Course Coordinator shall ensure that bills submitted by the mess contractor are in accordance with the attendance maintained by the course coordinator who is the certifying authority for the mess bill.

13.17   The Payment to the mess contractor shall be paid by cheque/DD only based on the certified bill submitted by him

13.18   The Course Coordinator shall inform the attendance particulars of participants to the mess contractor every day so that the mess contractor makes necessary arrangements for cooking the food

13.19   The Warden should check the hygienic conditions in the kitchen of the hostel. Maintenance of hygienic and cleanliness in the Hostels and mess is a critical factor in effective maintenance of hostels and mess.

14. Management of agriculture and Dairy farm

14.   There shall be a comprehensive agriculture and dairy development plan in every ETC, which has been approved by the Managing Committee. There shall not be any negligence or delay in planning and implementation of the Agriculture and other farm activities.

14.1   The maintenance of diary and agriculture farm shall be outsourced to the reputed Women SHGs in the area by involving the PD, DRDA. An MOU shall sign with SHGs and PD, DRDA for farm activities

14.2   The agriculture land in ETC shall be brought under cultivation by raising economically profitable Horticulture crops in order to earn good returns. There should not be any vacant land in the campus

14.3   Vegetables shall be grown as inter crop with the help of SHGs. While enter into the maintenance of mess contract, a condition must be incorporated in the contract that the vegetables grown by the SHGs in the campus shall be purchased by the Mess Contractor as per the market rate.

14.4   The following activities shall be taken up in the campus of ETC in collaboration with SHGs and PD, DRDA:

    i.   Nursery for various horticulture plants
    ii. Vermiculture Unit
    iii. Horticulture/Floriculture/Mushroom Cultivation
    iv. Vegetable cultivation
    v.   Social Forestry
    vi. NEDCAP Activities

14.5   The objective of the above demonstration units is to enlighten the participants on various field activities as part of training programmes besides income generation to the Extension Training Centre

14.6   The Principal should approach the district officer concerned and see that the demonstration plots are established with active cooperation of respective line departments

14.7   Regular Auctions shall be conducted for horticulture crops and other crops duly following the procedure

14.8 The ETC can take the expert advise from the Horticulture, Agriculture and Animal Husbandry departments available locally and pay honorarium if any.

14.9 Vermiculture Unit shall be established in the farm as demonstration unit. The maintenance shall be entrusted to the SHGs.

14.10 The Principal can also accord sanctions with in their powers specified in these guidelines and if any orders/sanctions are required from the Commissioner, they shall submit proposals 15 days in advance.

14.11 **Watershed Development:** A model watershed may be developed within the campus by contacting the PD, DWMA. This model unit can be shown to the participants as a part of the training programme and also utilize land available in the campus in a productive way. The entire work like contour trenches, rough stone checks, ponds, check dams, etc., should be taken up and completed before the monsoon so as to catch the maximum rainwater.

14.12 The ETC should also take steps to install a rain gauge immediately and entrust the responsibility of rainfall measurement to a field instructor and maintain rainfall register. Performance in this item would be assessed in terms of the quantum of water harvested.

14.13 Trespass of cattle in to the premises and farm should be prevented by giving strict instructions to the security and farm workers. **Cattle Traps** should be arranged in all gates in order to prevent cattle in to the premises.

15. Development of Physical Infrastructure

15.   Provision of basic infrastructure and services is one of the main functions of training management. Lack of comprehensive physical infrastructure plan will lead to adhoc development of infrastructure and sub-optimal use of scarce financial resources. Phasing for infrastructure provision has to be commensurate with growing need of the training center and also subsequent operation and maintenance. The critical infrastructure is as follows:

- Hostel Accommodation
- Administrative Building and Classrooms
- Water Supply, Drainage and Sanitation systems
- Internal pathways and Compound Walls
- Electricity and Generator for uninterrupted power supply
- Gardening and greenery/ demonstration plots in the campus
- Development of Play grounds for volley ball, shuttle, etc.,

15.1   Every ETC shall prepare a 5-year perspective Plan for development of Physical infrastructure with year-wise details. This Master Plan with the proposed resources should be put up to the Management Committee

15.2   While planning for the construction of hostel, room accommodation should be planned instead of dormitory accommodation

15.3   The Principal shall take necessary steps to mobilize the financial resources to take up the construction of buildings in ETC.

15.4   The Principal can accord the administrative sanction for new works in the ETC not exceeding Rs. 50,000/-. The administrative sanction shall be accorded based on the resolution passed by the Academic Council and Maintenance committee. These works should be part of the Master Plan

15.5   The work shall be executed as per the procedure being followed in Panchayat Raj Engineering Department

16. Operation and Maintenance (O&M) Plan

16.   The buildings in ETCs were constructed way back in the year 1953-54 by the then Public Works Department. These buildings were being maintained by the R&B Department in the later years and stopped maintaining the buildings on the ground that these buildings have been transferred to Panchayat Raj Department and handed over to the respective training institutions. The Panchayat Raj Engineering Department supposed to be maintained these buildings, but in practice these buildings are not being maintained on the ground that they do not have any maintenance grant for this purpose. Consequently, buildings in ETC are in dilapidated condition and on the verge of collapse. The MoRD has released some amount now and then, but in the absence of proper maintenance plan, there is no improvement in the maintenance of the buildings. Further, the Panchayat Raj Engineering Department is not able to provide technical backstop in view of other priority work in the department.

An effective Operation and Maintenance (O&M) plan is very essential in the ETC in improving services to the participants. If infrastructure is operated and maintained as intended, the quality and reliability of the services improves. Thereby, unnecessary investments on new works can be avoided. Keeping this position in view the following guidelines are issued;

16.1   The Principal along with the committee members shall visit all buildings in the campus and identify the problems/repairs at the micro level.

16.2   The Principal shall prepare Operation and Maintenance plan every year and get it approved by the Managing Committee of ETC concerned

16.3   The Principal shall accord administrative sanction for the works approved in maintenance plan for an amount not exceeding Rs. 25,000/-.

16.4   Maintenance Works below Rs. 25,000/- can be carried out departmentally by producing the necessary bills and following the concept of peoples estimates

16.5   If the value of maintenance work is exceeds beyond Rs. 25,000/-, the Principal shall obtain administrative sanction from the Commissioner, AMR-APARD and carry out the execution of work as per the tender rules

16.6   In order to take up O&M works departmentally, the following five members committee shall be appointed to execute and supervise the works.

       a. The Principal   Chairperson of the Committee
       b. Hostel Warden   Member
       c. Farm in-charge   Member
       d. Library in-charge   Member
       e. Retire Assistant Engineer/
           Horticulture Officer/A.O/Electrician, etc.,   Member

16.7   The Committee can take technical advise of engineers or even retired engineers or other consultants to carry out works. He may be paid not exceeding 5% of the estimated cost as consultation fee for preparing estimates, supervision and recording the work.

16.8   The Committee shall maintain all relevant records and be transparent in their working. The expenditure particulars shall also be placed before the Academic Council for perusal and to get suggestions for improvement in the quality of works.

16.9   **Photos of works:** At the time of execution of civil works, each stage, the work shall be assessed and photographed to know whether the work is completed as per the required quality and quantity. The Photos shall be attached to the connected file and obligatory requirement for payment of bills besides entering the appropriate registers concerned.

16.10 **Repairs to buildings and quarters:** The existing building, hostels and quarters should be renovated in a phased manner suitably for more convenient usage. Ensure that all faculty and staff shall reside in the quarters available in the campus. Accordingly, quarters should be renovated. Annual maintenance may be taken up for the upkeep of the residential and non-residential buildings as per the need.

16.11 Under no circumstances the faculty/staff shall be allowed to stay outside campus. If the sufficient quarters are not available, the Principal should get permission from the AMR-APARD indicating reasons to permit the faculty/staff to reside outside the campus and draw the HRA

16.12 **Energy Efficiency:** Poor energy efficiency of the ETC results in wastage of energy, loss of scarce financial resources, frequent break down. Hence the Principal shall identify the areas where energy waste can occur and where scope for reduce the wastage.

a) Electricity bill is the main item of recurring expenditure in ETC. There is significant scope for reduction of the bill with the following measures:

b) Creating awareness among the participants and staff

c) Identifying the opportunities of energy savings in ETCs

d) Selection and implementation of appropriate energy saving measures on priority basis

e) Establishing an efficient energy audit system in ETC and replace with the energy saving devises like CFL bulbs and tubes

f) The Principal should prepare energy management plan based on proforma given in the annexure;

16.13 **Water Supply:** The ETC should take Municipal water connection to supply safe drinking water for the participants and for the purpose of cooking wherever the ground water is not potable. The municipal water can be filtered by using Aqua Guard or such systems. Bore water may be used for the hostels and other purposes. The services of private plumber may be utilized whenever they need it.

16.14 **Sanitation including campus cleaning:** Since ETCs are having large campuses without sufficient maintenance staff. The Principal shall arrange to utilise the tractor/power tiller for ploughing the land for weeding and up keep of the campus and to transport the garbage to identified dumping yard. In the long run the maintenance staff shall be outsourced.

16.15 **Maintenance of Electrical fittings:** The ETCs may engage an electrician to maintain electrical fittings whenever required. The cost of electrical fittings shall be watched constantly. Decorative electrical fittings shall be avoided.

16.16 **Electronic Equipment maintenance:** In order to maintain the electronic equipment including computers in ETC, the Principal shall enter into an agreement with manufacturer for Full Service Maintenance Contract.

16.17 **Repairs to chairs and tables:** There shall be some mechanism for carrying out repairs to the chairs and tables, doors & windows other furniture items. Panel of carpenters may be identified to carry out repairs immediately. Production cum Training Centres of Physical Handicapped Corporation may be identified for this purpose.

16.18   **Euro cleaner for maintenance of library:** Every ETC should purchase Euro cleaner for dusting of the library and class rooms and computer lab. One of the class IV employee shall specifically be identified for this purpose.

16.19   Proposals for **recurring grants** should be submitted to the MoRD, GOI through AMR-APARD and utilization certificates should be submitted promptly.

16.20   By the end of 31st March 2008, Every ETC should create the following infrastructure

   a) Ensure that there shall be at least 5 classrooms with necessary training equipment

   b) Hostel accommodation should be increased to150 participants by renovating the existing buildings

   c) Sufficient cots, beds, blankets, mosquito nets etc., should be provided in the hostels. Solar Water heating system may be provided in the Hostels

   d) Dinning Hall should have provision to accommodate more than 60 participants at a time

   e) The existing residential quarters for staff/faculty need to be repaired and maintained

   f) Arrangement should be made for cleaning of entire campus regularly

   g) Provision for pure drinking water, electricity and generator for uninterrupted power supply

   h) Arrangements should be made for the sports, games, cultural activities and Yoga in the ETC campus

16.21   The Principal should take all necessary steps to complete the construction of Compound Wall around the campus by pooling resources from various sources

17. Security System in ETC

17   There shall be compound wall around the entire land of ETC. Accordingly, the Principal shall mobilize the resources. Meantime there should be foolproof fencing around the ETC land to avoid encroachments and protect the property.

17.1   There should be a walking track along with the compound wall/fencing to provide walking track to the participants and also to the security personnel for protecting the land.

17.2   The Principal shall take necessary action to plant fruit bearing and other suitable trees on both sides of the walking track

17.3   There shall be full security system round the clock to protect the property as well as provide security to the participants

17.4   The entire security system in ETC shall be outsourced. The services of the existing watchmen, if available, shall be included as part of the overall security system

17.5   The ETC shall maintain Movable Property Register and Immovable Property Register separately and made available to the Security personnel/Watchman.

17.6   The Principal shall physically verify the properties of the ETC on continuous intervals and record his observations in the respective registers.

17.7   Loss by theft or otherwise of ETC property is found the Principal shall take action to register the case in the nearest police station and report to the Commissioner, AMR-APARD and take immediate necessary action as per the provisions of the Financial Code and orders issued in G.O.Ms.No. 25 GAD (Services-C) Dept 3.2.2004

17.8   The specific responsibility shall be fixed against the officer concerned for loss of property and take necessary disciplinary action as per rules.

17.9   If there is any encroachment of land in the ETC, the Principal shall take appropriate action to remove the encroachments with the help of police and revenue department. It is the primary responsibility of the Principal to protect the property of ETC.

18. Right to Information Act

18.   In order to facilitate effective implementation of Right to Information Act 2005 by the ETC, the following Officers are hereby designated as Public Information Officer/ Asst. Public information Officer in the Extension Training Centre (ETC).

1.   Principal of ETC concerned   Public Information Officer
2.   Vice-Principal (DPO)   Assist. Public Information Officer

18.1   The Principal of ETC shall display the name, address and contact telephone numbers of the Public Information Officer and Assistant Public Information Officer of ETCs in their respective notice boards.

18.2   The Principal shall ensure that the Assistant Public Information Officer maintains a register to record the applications received seeking information and the action taken on the applications. The Commissioner, APARD will be the Appellate Authority

18.3   The Principal shall prepare information book let on ETC under section 4 (1) b of the RTI Act 2005 and made available to the public. The information shall be prepared as per the templates communicated by the Government

18.4   The Principal shall take all necessary steps to computerize all information relating to ETC in order to provide the information to the citizens in user friendly manner

18.5   All Priced publication shall be displayed in the notice board of the ETC

18.6   All records/registers of ETC including the accounting records shall be open to public as per the Right to Information Act. No record is classified document in ETC.

18.7   All faculty/staff members shall be trained in Right to Information Act

18.8   The faculty members shall develop case studies on how Right to Information Act helped the citizens in getting the quality services

18.9   As far as possible, the topic relating to Right to Information Act shall be included in all training programmes organized by the ETC

19. Audit and Inspections

19.   Internal Audit: The Commissioner, AMR-APARD appoints Chartered Accountants in order to conduct internal audit in all ETCs. The cost of the audit shall be charged on the M&I Account of the AMR-APARD.

19.1   The Commissioner, AMR-APARD will enter into an MOU with the identified Chartered Accountant on the scope of audit and other terms of reference. For discharging these duties, the Internal Auditors shall have right of access to the books, accounts, and other records of the Extension Training Centre

19.2   The internal auditors will conduct the audit once in every three months in all ETCs and submit the result of audit to the Commissioner, AMR-APARD. The Principals should submit the Action Taken Report on internal audit report to the Commissioner, AMR-APARD within 15 days from the date of receipt of the report

19.3   If there are any lapses are found in the audit, the specific responsibility shall be fixed and take disciplinary action against the concerned as per rules and recover the amount, if any.

19.4   The Internal Auditors should facilitate to build the records and maintain the accounting standards in ETCs as per double entry system. The Internal Auditors should also conduct systems and performance audit in ETC in addition to financial audit. The purpose of the audit is whether systems and procedures are being followed in ETC as suggested in Operational Guidelines

19.5   The Link Officer or the person designated by the Commissioner, AMR-APARD shall conduct departmental inspections once in every six months and submit his/her report in prescribed proforma to the Commissioner

19.6   In addition to Internal Audit and departmental inspections, the accounts would be subject to audit by the office of the Accountant General.

19.7   The Principal shall ensure that the A.G audit is conducted as per the schedule.

19.8   The Internal Auditors should help the Principal in submitting the replies on audit objections raised by the AG Audit.

19.9   The Principal shall provide all necessary information to both internal and external Audit

20. Duties and Responsibilities of Various functionaries

The purpose of the job description is to provide a 'picture' of a job and the person doing it. Clear job chart helps to establish what people are expected to do, their relationships with other employees. However, the Principal as Chief Executive Officer of ETC is permitted to entrust any work to any members of the ETC as situation warrants.

20.1 Functions of the Principal

(i)   The Principal being the Chief Executive Officer of the Training Centre shall be responsible for training and administrative affairs of the Centre and to ensure that all functions and procedures are put in place for day to day functioning

(ii)   Prepares Annual Training Action Plans and implement after getting the approval by the Commissioner, AMR-APARD

(iii)   It shall be the duty of the Principal to mobilise the financial resources to implement the approved training action plans and to develop the physical infrastructure in ETC

(iv)   Exercises all financial powers as delegated in G.O. Ms. No. 148 GA Dated 2.10.2000 to the extent mentioned in this manual. He/she is considered and treated as the Regional level officer to exercise the powers conferred in the said G.O.

(v)   Determines specific duties to each faculty member and staff based on the broad frame work given in the manual

(vi)   Prepare comprehensive land use plan for the campus and monitor the farm management at ETCs so that the agricultural and dairy forms are managed on viable lines;

(vii)   Carry out the coordination work at district level so that district administrations will nominate required number of participants in time for different training programmes conducted by the ETCs

(viii) Develops linkages among different institutions involved in Panchayat Raj & Rural development and extension training activities

(ix)   Select the ministerial staff and class IV employees to take on deputation to ETC in order to ensure that no vacancy in that category is kept vacant

(x)   Prepare Advanced Human Resource Plan to ensure all positions in ETC are filled and arrange training for all faculty and staff members on continuous basis

(xi)   Encourage to develop pool of resource persons on various subjects for conducting diversified training programmes in ETCs

(xii)   Principal should visit the Districts to interact with CEOs/PD,DRDAs/ PD,DWMA/D.P.Os and participate in the meeting of MPDOs convened by the district administration to review the training action plan which shall be included in the regular agenda items.

(xiii)   The Principal shall directly handle atleast three sessions in any training course in the ETC during the week.

(xiv)   The Principal shall physically verify the entire inventory of the ETC and record his observation in the movable register to the effect.

(xv)   The Principal shall issue office order assigning specific functions for each class IV employee for strict adherence to avoid confusion in their functions

(xvi)   The Principal shall arrange to furnish the monthly, quarterly and annual reports to the Commissioner, AMR-APARD and other offices

20.2. Functions of Vice-Principal and ex-officio Training Manager

1. The Vice-Principal act as Principal in the absence of the Principal

2. He/she is the overall in charge of Training Management in the Training Centre

3. He /she shall coordinate the preparation of Annual Training Action Plan

4. He/she shall review the implementation of the Annual Training Action Plan

5. He/she shall liaise with the district administration for implementation of action plan

6. He/she shall act as a Course Coordinator like any other faculty member

7. He/she shall conduct short studies and document the best practices in GPs

8. He/she shall develop modules relating to Gram Panchayats

9. He/she shall handle the sessions directly during the training courses

10. He/she shall prepare modules and reading material for various courses

11. He/she shall provide necessary guidance to the faculty and staff in organizing the training programmes

12. He/she shall consolidate progress reports on training programmes of ETC in the capacity of Training Manager and furnish the same to the AMR-APARD

13. He/She shall attend any duty as entrusted by the Principal

20.3 Functions of Faculty

1. All the faculty members are to discharge the functions as per the training calendar and perform assigned work relating to various subjects / projects / programmes

2. Every faculty should undergo DTS, DoT, MOT courses immediately after joining in ETC in orders to strengthen their training and course designing skills

3. The newly appointed faculty should be attached to AMR-APARD to observe training programmes and procedure to be followed by the Course Coordinators

4. Preparing the reading material based on requirement of training programmes

5. Act as Course or Assistant Course Coordinators

6. Handling atleast 15 sessions in a month

7. Conduct atleast one short research study on various aspects of PR &RD issues in a year

8. Identify the institutions for documenting best practices and arranging field visits to the participants

20.4 Functions of Assistant Librarian

1. Procurement of books and magazine as per the recommendation of the procurement committee

2. Entry of all Books and journals in the register

3. Classification and labeling of all books, Journals, reading materials supplied by AMR-APARD and other institutions

4. Ensure tagging and putting stamp in all books and magazine

5. Issue of books to faculty and participants and ensure their return promptly

6. Obtain the details of the participants from the course coordinator in order to issue books as per their demand and ensure their return

7. Processing of files relating to paper bills, books, renewal of subscription of journals and magazines,etc.,

8. Disposal of old news papers and magazine from time to time

9. Ensure all books in shelves and almirahs are placed in orderly manner and are dusted regularly

10. Maintain the register of visitors to the Library

11. Receiving and entering stationary items in stock register

12. Distribution of Stationary items to the office and course coordinators and ensure their entry in Stock Issue Register

13. Maintenance of library books stock register

20.5 Functions of Hostel Warden

1. Arrangements for accommodation of all participants as per the training schedule

2. Arrange reception at the hostel and allot the rooms

3. Ensure daily/weekly schedule of maintenance in the hostel

4. Ensure cleanliness of rooms, toilets, etc., in the hostel

5. Prepare list of service providers in respect of carpentry, electrician, plumber, etc.,

6. Ensure implementation of mess menu as per the agreement with mess contractor

7. Examine the complaint register at the hostel and take remedial steps on complaints given by the participants

8. Initiate files relating to calling of tenders relating to mess and hostel maintenance and construction, repair and maintenance of hostel, mess buildings in the campus

20.6 Functions of Farm Manager

1. The farm manager is overall in charge of farm management

2. He/she shall develop demonstration plots in the campus in order to show to the participants as part of training and look after its operation and maintenance

3. He/she shall initiate all files relating to farm management and get the approval of the Principal and start the farm activities

4. He /she shall take up income generating activities by using land in the campus

5. He/she is responsible for development of greenery in the campus and maintain sanitation in the entire campus

6. He/she shall maintain the registers relating to fruit bearing, non-fruit bearing trees in addition to other farm register and physically verify their status

7. He/she shall initiate the files relating to outsourcing of campus farm activities

8. He/she shall allot work to the daily labour and ensure work turn out as per plan

9. He/she shall maintain the tractor/tiller and other agriculture equipment in the farm.

10. He/she shall take necessary steps for conducting auctions of Horticulture crops, green grass and other farm produce

20.7 Functions of Estate Manager:

One of the faculty members in ETC shall be designated as Estate Manager. The Estate Manager shall ensure that property of the ETC is in usable condition and maintain the campus. He/She specifically attends:

1. A key function of Estate Managers is to carry out daily/weekly/monthly inspection of buildings, land and other properties of ETC. The estate manager shall take remedial measures to protect the property of ETC

2. Ensure the repairs to the buildings/furniture, etc.,

3. Ensure sanitation in the campus and maintain the garden in the campus

4. Ensure carrying out repairs to furniture and other equipment

5. Review the Security system in the campus in order to protect the property

6. Initiate the files to carry out the above works

7. Ensure maintenance of the relevant records including buildings/lands and other property records

8. He/she shall coordinate the operation and maintenance activities of all physical infrastructure in the ETC

9. He/she liaise with the Panchayat Raj Engineers and get estimates for the works

10. He/she should take all necessary steps to prevent encroachment of ETC land

11. Ensure maintenance of greenery, internal roads and lighting, water supply in the campus

20.8 Functions of Office Manager

1. He/she is overall in-charge of office management in ETC. All ministerial staff should work under his supervision

2. He/she shall provide necessary guidance to the staff and build their capacity in handling the files

3. He/she shall assist the Estate Manager to look after the properties of the ETC and their maintenance and take such steps as are necessary and permissible to ensure proper discipline in the office

4. He/she is responsible for the proper maintenance of registers prescribed under rules and a register should be maintained by the Officer Manager to follow up action on important communications received from the AMR-APARD, Government, etc.,

5. The Office Manager shall ensure that all his assistants are maintaining the PRs and submit them to the Principal in regular intervals

6. All bills relating to ETC shall be sent through Office Manager and should be scrutinized by him before they are put up to the Principal/Vice-Principal

7. He/she disburses the salaries to the employees of ETC

8. He/she shall Ensure proper adjustment of grants received from the Government and AMR-APARD, Zilla Parishad and Several other agencies, and rendering account to the respective agencies

9. He/she shall ensure prompt preparation of all routine periodicals and submission thereof to the offices concerned

10. He/she shall maintain office order book, consolidated periodical registers attendance register of staff, etc,

11. He/she shall check the personal and periodical registers and other registers maintained by assistants

12. He/she shall verify the stationery, forms and valuable stocks of the office

13. He/she is responsible for prompt communication of the all meeting notices and resolution of the ETC to the members concerned..

14. He/she receives money on behalf of the ETC and for issuing authorized receipts for the amounts

15. He/she receives registered letters on behalf of the ETC addressed to the Principal and those received from the Government and submit to the Principal

16. He/she shall produce the records to Internal Audit and A.G. Audit and getting the audits completed

17. He/she shall maintain the Register of Audit Objection of Internal Audit and AG Audit. Taking follow-up action on the Audit objections by preparing replies and by rectifying the defects pointed out in Audit reports

18. He/she shall initiate furnishing replies to inspection notes of Link Officer of AMR-APARD on ETC

19. He/she shall prepare Number Statements and Budget Estimates/Revised Estimates

20. He/she shall prepare monthly expenditure statement of ETC drawn from Treasuries/Bank and to attend for reconciliation.

20.9 Functions of Assistant Accountant

1) Maintain all accounting records of ETC as per rules in force

2) Prepare all bills relating various claims and submit to office manager for scrutiny

3) Ensuring proper adjustment of grants received from the Government and AMR-APARD, Zilla Parishad and several other agencies, and rendering account to the respective agencies

4) Prepare all routine periodicals and submission thereof to the offices concerned

5) Produce records to Internal Audit and A.G. Audit and getting the audits completed

6) Maintain Register of Audit Objection of Internal Audit and AG Audit. Taking follow-up action on the Audit objections by preparing replies and by rectifying the defects pointed out in Audit reports

7) Prepare Number Statement and Budget Estimates towards the salaries of Faculty and staff of ETC

8) Prepare monthly expenditure statement of salaries drawn from Treasuries, and to attend for bank reconciliation.

9) Furnish monthly progress reports on accounts to the AMR-APARD and other designated agencies

10) Maintain integrated cash book by obtaining all financial transactions in various wings of the ETC

20.10 Functions of Establishment Assistant:

1. All establishment matters relating to the ETC such as maintenance of SRs, Sanction of leaves, increments, other financial benefits to employees,etc.,

2. Prepare and submission of progress reports to AMR_APARD

3. Preparation of advanced action plan on deputation of employees

4. Attend all estate management affairs of the ETC

5. Initiate files relating to execution of works and operation and maintenance

6. Initiate files relating to farm and hostel management

7. Any other subject as entrusted by the Principal

20.11 Functions of Training Assistant:

1. All files relating to organization of training programmes
2. Initiate files for allotment of courses to faculty as per training calendar
3. Settlement of course advances taken by the faculty
4. Furnish the progress reports on trainings to the higher authorities
5. Maintain the data bank on employees and elected representatives of PRIs
6. Maintain the data bank of trainees attended for training at ETC
7. Assist the Course Coordinator in organizing the trainings
8. Ensure required stationary to the training programmes
9. Tappals and dispatch correspondence of ETC

20.12 Responsibilities of Course Coordinator

1. He should prepare the course budget in the prescribed proforma and got it approved by the Principal
2. He should send the letter for nominations atleast 20 days in advance to the head of the offices concerned and nominated officers
3. He should draw the course advance as per the course budget for payment of guest speakers and to meet the contingent expenditure
4. He should obtain the required reading material and stationary well in advance
5. He should arrange guest speakers as per the approved time table and send the brief details of the session to the guest speakers
6. He take the feedback from the participants and consolidate with the assistance of the Assistant Course Coordinator
7. He should certify the day wise attendance of the participants for payment of mess bills
8. The course coordinator can initiate the file for disciplinary action if any, faculty concerned who failed to handle the allotted session as per the time table. The course coordinator can change the time and date of the internal faculty in consultation with the faculty concerned to facilitate guest faculty.

9. Course coordinator is permitted to take coordination fee @ Rs. 100/- per training day and the Assistant Course Coordinator can be permitted to take coordination fee @ Rs. 50/- per day for 30 participants batch. If the size of the batch is below 30 participants, the proportionate coordination fee shall be allowed.

10. The Course Coordinator and Assistant Coordinator should handle at least two sessions each during 6 days course

11. Arrange transport to the guest speaker, if required in exceptional cases

12. It shall be the duty of the Course Coordinator to get these facilities rechecked and take necessary remedial action well in advance to ensure that no hindrance is caused for the smooth conduct of the training programme

13. The Course Coordinator should submit his course completion report in prescribed proforma along with the consolidated feedback to the Principal within one week of the conclusion of the training course with the assistance of the training assistant

20.13 Other Functions of Assistant Course Coordinator

1. Registration of Trainees

2. Preparation of stationery indent

3. Distribution of material

4. Data entry of registrations

5. Ensure dispatch of intimation letters

6. Payment of Honorarium to the Guest Faculty

7. Preparation of Joining & Relieving Orders

8. Preparation of Certificates

9. Distribution of meals coupons to the participants

10. Processing for payment of Catering bill, etc.

11. Boarding & Lodging arrangements for the trainees

12. Vehicle arrangements for the trainees and Guest faculty

13. Printing of hard copies from Computers and arranging Xeroxing

14. Any other works assigned by the Principal

20.14 Duties of Office Subordinate:

The Principal shall specifically prepare the job chart for each and every Office Subordinate and issue written orders for role clarity among them. Office Subordinate normally attends

1. He/she shall wear the uniform supplied by the ETC

2. Maintain cleanliness in the classrooms and faculty rooms, etc.,

3. Stitch the disposed files/records and hand over to the record room

4. Assist in taking photocopying, distribution of material to the participants

5. Ensure the campus clean and green as directed by the Principal

6. Discharge the functions as entrusted by the faculty and staff

20.15. Functional responsibilities of Link Officers of ETCs

There shall be link officer for each ETC as designated by the Commissioner, AMR-APARD. The Link Officer shall have the overall responsibility for effective functioning of ETCs and see that the ETCs are developed as Regional Training Centres of the APARD. The Link Officer specifically attends the following responsibilities;

1. Supervise and monitor the functioning of ETCs to ensure that all office management and administrative functions and procedure are put in place for day to day functioning;

2. Oversee the training management at ETCs by ensuring that the training action plans are prepared and implemented accordingly;

3. Monitor the farm management at ETCs so that the agricultural and dairy forms are managed on viable lines;

4. Carry out the coordination work at district/regional level so that district administration will nominate required number of participants in time for different training programmes conducted by the ETCs;

5. Liaise with State and Central Governments in sending the financial statements and furnishing utilization certificates by the ETCs required for obtaining funding support from these sources;

6. Carry out periodic inspections of ETCs and submit inspection report to the Commissioner, AMR-APARD for perusal and to take necessary action;

7.   Facilitate for the preparation of training material for ETCs as and when required;

8.   Guide the ETCs in preparing and implementing Training action plans for capacity building of its own faculty and resource persons;

9.   Encourage to develop pool of resource persons on various subjects for conducting diversified training programmes in ETCs

10.   Liaise with the study centres of the AMR-APARD to organize off-campus programmes in ETC concerned to improve the faculty capacities and resource base

11.   Establish linkage with the DLRCs and CLRCs for capacity building activities and coordinate with the district administration

ANNEXURE-1

Registers to be maintained in ETC

Accounts related Registers:

(i)   Register of Cheque Books
(ii)   Register of Receipt Books
(iii)   Miscellaneous Demand Register
(iv)   Register of Contributions received from ZP/MP/GP/Others
(v)   Register of Bank Reconciliation
(vi)   Register of Grants
(vii)   Register of Liabilities
(viii)   Register of Assets
(ix)   Stock Register of (a) Consumable Articles and (b) Non-Consumable Articles
(x)   Pay Bill Register
(xi)   Integrated Cash Book
(xii)   Register of Advances
(xiii)   Register of Contingent Charges
(xiv)   Register of Stamps
(xv)   Register of Aquittance
(xvi)   Register of Travelling Allowance
(xvii)   Movable Property Register including Audio-Visual Equipment
(xviii) Immovable Property Register
(xix)   Land and Building Register
(xx)   Maps of land and buildings
(xxi)   Works Book
(xxii)   M' Book
(xxiii) Operation & Maintenance Register
(xxiv)   Tender Register
(xxv)   Vehicle Log Book
(xxvi)   Annual Receipts and Payments Statement
(xxvii) Capital expenditure Statement
(xxviii) Annual Receivables and Payables Statement
(xxix)   Balance Sheet

Office Admn:

(i)   Attendance Register
(ii)   Late Attendance Register
(iii)   Casual Leave Register
(iv)   Movement Register
(v)   Service Registers
(vi)   Increment watch Register
(vii)   Photo copying Register

(viii) Fax Register
(ix)   Phone Calls Register
(x)   Stationary Issuing Register
(xi)   Dead Stock Register

Hostel Management:
(i)   Room Allotment Register (at reception)
(ii)   Participants Complaints Register
(iii)   Participants feed back on Mess register
(iv)   Watch Register on cleaning or other maintenance items of hostel

Academic Management:
(i)   Resource Persons Register
(ii)   Data base register on employees of PRIs (Category wise)
(iii)   Register for Participants trained in ETC (yearwise)
(iv)   Register for Training Action Plans
(v)   Minutes Books of Academic Council
(vi)   Minutes Book of Management Committee
(vii)   Watch Register on Implementation of decisions/resolutions

Agriculture Farm Management:

(i)   Crop details register
(ii)   Fruit bearing register
(iii)   Non-fruit bearing register
(iv)   Profit and loss account
(v)   Agriculture implements register
(vi)   Tractor/Tiller log book
(vii)   Auction Register

Library Management:
(i)   Library Accession Register
(ii)   Issue Register
(iii)   Stock Register of Publications
(iv)   Stock Register of study material received from APARD
(v)   Visitors Register

Any other register for which the maintenance is considered necessary in day-to-day work.

ANNEXURE-2

CHECK LIST

For course coordinator and other team members

BEFORE THE TRAINING PROGRAMME

1. Getting approval of the programme with necessary budget and invitation letters, training advance,etc., atleast 30 days in advance.

2. Budget

3. Advance Proceedings

4. Draft letters to officers concerned

5. Dispatch -

    a) By mail,

    b) by post

    c) by fax (if necessary) and ensure whether the letters are reached

6. Stationary Indent

7. Vehicle Indent

8. Hostel indent

9. Photocopying

    A. Registration Form

    B. TA form

    C. Time table

    D. Reading material

10. Contacting the guest faculty for confirmation

11. Mess Coupons

12. Class room arrangements – chairs, OHP, sound system, TV ETC.,

13. Note for the class room attendants

14. Reception arrangements for participants

DURING THE TRAINING PROGRAMME

1.   Distributing the material to the participants

2.   Taking the Registration forms / TA forms from the participants

3.   Data Entry

4.   Honorarium to Guest Speaker

5.   Acquaintance Format

6.   TA to participants (if any)

7.   Arrangement for Group photo

8.   Preparation of Certificates for participants

9.   Ensure classroom equipment for Power Point Presentations

10.   Drinking water on the table (guest speaker)

11.   Arranging the vehicle to the guest speaker

12.   Photocopying

      A.   Participants list

      B.   Reliving order to participants

      C.   Evaluation form

      D.   Any other material (supplying to participants)

AFTER THE TRAINING PROGRAMME

1.   Advance Settlement

2.   Bill of Cost

3.   Course Completion Report

4.   Transfer of funds to M&I Account (proceedings)

5.   Advance Adjustment Proceedings

6.   Compilation of Evaluation

ANNEXURE-3

Extension Training Centre,	
REGISTRATION FORM	
Duration	
Venue	**Extension Training Centre,**
Name of the Participant (Block letters)	
Designation	
Age	
Qualification	
Academic	
Technical	
Community (Please tick Whichever is applicable) :	*OC/BC/SC/ST
Details of Trainings attended previously	
Date of Joining in to the service and position held from that period	
Office Address	
Full Residential Address	
Telephone No.- Office	
Residence	
Cell Phone	
E-mail	

ANNEXURE-4

Extension Training Centre

BUDGET FOR TRAINING PROGRAMME

1	Name of the Programme				
2	Sponsored/Internal Programme with sponsor's name				
3	Duration of the Programme	Days	From		To
4	No.of Participants				
5	If sponsored whether the cost has been received or not? (DD/Cheque no. & Amount)				

COST OF PROGRAMME

		Rate	Days	No. of participants	Cost (Rs)
I	TRAINING COST				
	Honorarium to guest speakers				
	Coordination charges for Course Coordinators and Assistant Course Coordinators				
	Traveling				
	TA to the Participants				
	Cost of Stationary				
	Cost of Course material				
	Cost of Field Visit				
	1) Transportation				
	2) Lodging Cost				
	3) Boarding Cost				
	TOTAL				
II	ADMINISTRATIVE COST				
	Lodging Charges				
	Boarding Charges				
	Hall Rents				
	Cost of Group Photo& certificate (Including Lamination)				
	Photocopying				
	Miscellaneous (Postage, Telephones, Telex ETC.,)				
	TOTAL				
III	CENTAGE CHARGES @ 15% (on I + II)				
	Grand Total (I + II + III)				

			Course Coordinator
	//Approved//		
			Principal

NB: The Administrative Expenditure should be transferred to M&I account of the institute.

ANNEXURE-5
Extension Training Centre
BILL OF COST

NAME OF THE COURSE/TRAINING:

PERIOD :
SPONSORED DEPARTMENT :

I. TRAINING COST   **Rs.**

    A. Honorarium to Trainers
    B. Coordination Charges   :
    C. Traveling Allowances   :
    D. Transportation charges   :
    E. Cost of Stationery   :
    F. Cost of Course material   :
    G. Cost of Field visit   :
           Total   :

II. ADMINISTRATIVE COST

    A. Boarding charges   :
    B. Lodging charges   :
    C. Auditorium / Class room Rent   :
    D. Xerox- Photo Copying   :
    E. Certificate   :
    F. Miscellaneous   :
           Total   :

III. Centage charge @ 15%   :

Grand total   :

Less advance if any received   :

Balance to be paid/refundable   :

        Course Coordinator   **Principal**

Extension Training Centre

COURSE COMPLETION REPORT

*COURSE CODE :

1. Name of the Course Coordinator   :

2. Name of the Course   :

3. Course code   :

4. Whether In-campus/ Off-campus/ :

5.No. of Participants (Attended)   :

Category	Men	Women
Officials		
Elected Representatives		
NGOs		

5. Duration (in days)   :

    From   :

    To   :

6.Details of Expenditure (Amount in Rupees) :

S.No.	Particulars	Rate	Projected Cost as per Budget	Actual Expenditure
1.	Honorarium to Guest Speakers			
2.	Coordination Charges			
3.	Traveling Allowances			
4.	Transport charges			
5.	Cost of Stationary			
6.	Cost of Course material			
7.	Cost of field Visit			
8.	Boarding charges			
9.	Lodging Charges			
10.	Auditorium/ Class Room Rent			
11.	Xerox – Photo Copying			
12.	Telephone , Group photo			
13.	Miscellaneous			
14.	Cent age Charges @ 15 % of total cost			
	Total course cost			

7. Advance drawn
          Amount   & Date   :
          Budget head   :

8. Amount spent   :
    (All the bills/receipts for the expenses
    incurred are enclosed herewith)

9. Balance ~~paid~~ / payable   :

10 If surplus, whether the surplus
    Amount was remitted in the accounts dept.   :

11. Abstract of the evaluation report is enclosed   :

12. Remarks of the coordinator   :

13. Source of funds to which this expenditure is to be charged:

14. Amount to be adjusted to M&I

Date: **Signature of course Coordinator**

Account Assistant   **Principal**

      This is to confirm that the above-mentioned entries have been made in the books of Accounts.

                                            Account Assistant

(A copy of each of this report should be sent to the course coordinator and training assistant)

ANNEXURE-7
EXTENSION TRAINING CENTRE

PERFORMANCE SHEET FOR FACULTY/CONSULTANTS

Name of the Faculty/Consultant: ---------------------------------- Period: ----------------------------------

S.No	Task/Activity	Target for the year	Target for the month	Achievement during month	Cumulative achievement	Remarks
1.	**TRAINING** a. Number of courses coordinated b. No. of training days coordinated c. No. of participants covered in the courses d. Number of sessions handled e. No. of sessions handled in other training institutes/ training programmes					
	Research: **f.** No. of short studies conducted g. No. of documents prepared on best practices h. No. of evaluation/impact studies conducted i. No. of Off campus programmes conducted j. No. of articles/ reading material prepared					
	Attendance: **k.** No. of days attended for the office l. No. of days availed leave-CL/EL/HPL/EOL m.. No. of days attended for outside training programmes as part of skill development of faculty					

Note : Use additional space liberally for each item, if required.

ANNEXURE-8
EXTENSION TRAINING CENTRE
PERFORMANCE SHEET FOR PRINCIPAL/Vice-Principal

Name of the Principal: --------------------------------- Period: ---------------------------------

S.No	Task/Activity	Target for the year	Target for the month	Achieve ment during month	Cumul ative achiev ement	Rema rks
1.	**TRAINING** a. No. of training programmes conducted in ETC b. No. of training days c. No. of participants covered in the courses d. Number of sessions handled e. No. of sessions handled in other training institutes/ training programmes					
2.	**Research:** **f.** No. of short studies conducted g. No. of evaluation/impact studies conducted h. No. of Off campus programmes conducted i. No. of articles/ reading material prepared					
3.	**Attendance:** **j.** No. of days attended for the office k. No. of days availed leave-CL/EL/HPL/EOL l.. No. of days attended for outside training programmes as part of skill development					
4.	**Income Generated from** ➤ Training programmes sponsored by AMR-APARD ➤ Training programmes sponsored by outside agencies ➤ Farm/diary/vermiculture/vegetables, etc., ➤ Other incomes,(Specify) **TOTAL**					
5.	**Contributions** received from the PRIs/MLAs/MPLADs, etc.,					
6.	**Expenditure:** ➤ Non-Plan Expenditure as per the budget ➤ Plan/Project expenditure ➤ Whether UCs have been submitted					
7.	**Audit objections/Inspections pending** ➤ Internal Audit objections ➤ AG audit objections					

ANNEXURE-9

Monthly Progress Report of ETC……..on NON-Plan budget for the month of …

	Item of expenditure	Total Budget Provision Rs.	Met from budget Rs.	Cumulative figure Rs.	Met from M&I account or others Rs.	Total expenditure Rs.	Reasons for the excess/ less expenditure of budget provision. Strategy to optimize the utilization
1.	Salaries						
2.	Encashment of EL						
3.	Medical Reimbursement						
3.	LTC						
4.	T.A.						
5.	Service Postate, telegrams						
6.	Telephone charges						
7.	Other Office expenses						
8.	Water Charges						
9.	Electricity Charges						
10.	Hiring of Private Vehicles						
11.	Rents, Rates & Taxes						
12.	Publications						
13.	Materials and Supplies						
14.	Petrol, Oil and Lubricants						
15.	Professional Services- Other payments						
16.	Professional Services- Motor Vehicles						
	Total Rs.						

Signature of the Principal

ANNEXURE-10
Monthly Progress Report of ETC……….on Plan /other funds released
by the AMR-APARD for the month of …………………….

S.No.	Details of Sources	Rs.
1.	Funds released for the Panchayat Secretaries	
2.	Funds released for the Training of Elected representatives of PRIs by AMR_APARD ToT for Training of Sarpanches ToT for the training of MPTCs Direct Training for MPTCs ToT for Ward Members Training	
3.	Funds released for training of Financial management by AMR-APARD	
4.	Funds released for other programmes by the AMR-APARD	
5.	Hire Charges received from other organizations towards hiring of rooms, training halls, ETC.,	
6.	Grants received from the Ministry of Rural Development - Recurring Grants	
7.	Income from the Agriculture	
8.	Income from the Diary and others	
9.	Any other income	

Signature of the PRINCIPAL

ANNEXURE-11

Maintenance and Infrastructure (M&I) Account of ETC…for the month

	S.No.	Particulars	During this Month Rs.	Cumulative total Rs.
I.**RECEIPTS**				
	1.	Boarding Charges		
	2.	Hall Rents		
	3.	Stationary		
	4.	Contingencies		
	5.	Centage chages		
	6.	Surplus in training		
	7.	Farm receipts		
	8.	Diary receipts		
	9.	Receipts from other programmes		
	10.	Hiring of rent		
	11.	Any Other Receipts		
	12.	**Total Receipts**		
II. Payments				
	1.	Maintenance of buildings and other O&M activities		
	2	Development of agriculture farms subject to reimbursement		
	3	Development of training and physical infrastructure		
	4	Contingencies over and above the budget provision		
	5	Engaging consultants other than agriculture farm		
	6	Conduct short studies and document the best practices		
	7	Purchase of Stationary		
	8.	Purchase of furniture/clothes/utensils/ training equipment ETC.,		
III.		**Balance Amount in M&I Account (I-II)**		

ANNEXURE-12

Monthly Progress Report on Performance of Training in ETC during the month

S No	Name of the Trg. Course	Training Programmes		Participants Training		Training Days		Grants released	
		Target	Achi-evement	Target	Achie-vement	Target	Achie-vement	Expenditure Rs.	Balance Rs.

ANNEXURE-13

Implementation of Training Action Plan of ETC during month of

S.No.	Category	Total Number of Officer/ Ele.reps in ETC jurisdiction	No of participants for each course			
			Foundation Course	Office Management	New Accounting Procedure	Decentralised Planning course
A	**Officials**					
1.	Panchayat Secretaries					
2.	Jr./Sr.Assistants					
3.	Superintendents					
4.	E.Os.(PR&RD)					
5.	MPDOs					
6.	Any other officers					
7.	Training of Trainers (TOT)					
B	**Elected Representatives**					
1.	Ward Members					
2.	Sarpanches					
3.	MPTCs					
4.	Mandal Presidents					
5.	Training of Trainers from Elected representatives of PRIs					
C.	**NGOs/Youth Groups/SHGs**					

ANNEXURE-14
EXTENSION TRAINING CENTRE
NEW RESEARCH PROPOSALS

Every one of the faculty members/consultants should fill following formats in order to forming part of their training/research proposals for the every academic year

1. **Title of the Study**	
2. **Nature of the Study (Applied/Case Study/Evaluation/Action, ETC.)**	
3. **Need for the Study (Brief review of the Literature)**	
4. **Objectives and Hypothesis**	
5. **Team composition (Manpower requirement)**	
6. **Proposed date of commencement**	
7. **Proposed duration for completion**	
8. **Study Area**	
9. **Analytical Frame (Statistical Analysis proposed)**	
10. **Cauterization**	
11. **Sponsored by Centre/State/Any other Organisation (when Sponsorer is different from Client Department)**	
12. **Date and Terms of MOU, if any**	
13. **Expected outcome of this Project in terms of possible improvements in Policy/Programme implementation**	
14. **Proposed form of output (Occasional Paper/Monograph/Publication)**	
15. **Scope for utilisation of findings in Training Programmes keeping symbiotic relationship in view**	
16. **Budget**	

ANNEXURE-15
EXTENSION TRAINING CENTRE

NEW TRAINING PROPOSALS

1. Title of the Training Programme (should be self explanatory & crisp and catchy)
2. Name of the ETC
1. Client (Department/Agency/Sponsor)
2. Context
3. Performance problem ((State briefly what is the performance problem aimed to be addressed)
4. Target Group
5. Training Needs (The gap between existing Knowledge, Attitude and Skills (KAS) and expected levels of KAS
6. Constraints, if any in implementation of the Programme
7. Aims / Objectives of the Programme
8. Training Methodology & Content
9. Duration and Proposed dates (2007-2008)
10. Benefits
11. Members of the Team
12. Budget (Please refer the Annexure)

ANNEXURE-16
Abstract of Annual Training Action Plan for the ETC during the year …………………

S.No.	Category	Total Number of Officer/ Ele.reps in ETC jurisdiction	Name of the Course			
			Foundation Course	Office Management	New Accounting Procedure	Decentralised Planning course
A	**Officials**					
1.	Panchayat Secretaries					
2.	Jr./Sr.Assistants					
3.	Superintendents					
4.	E.Os.(PR&RD)					
5.	MPDOs					
6.	Any other officers					
7.	Training of Trainers (TOT)					
B	**Elected Representatives**					
1.	Ward Members					
2.	Sarpanches					
3.	MPTCs					
4.	Mandal Presidents					
5.	Training of Trainers from Elected representatives of PRIs					
C.	**NGOs/Youth Groups/SHGs**					

ABSTRACT

1. Total number of Training days
2. Total number of Participants
3. Total number of training courses
4. Total amount required for the training
5. Total Amount generated in M&I account

ANNEXURE-17

Proforma for submitting proposals
for extension of deputation period for the faculty of ETC

1. Name of the Extension Training Centre   :
2. Name and designation of faculty   :
3. Date of birth   :
4. Native Mandal and District   :
5. Educational qualifications   :
      a) General   :
      b) Technical   :
      c) Others   :
6. Date of first appointment in the service   :
7. Date of appointment in the present cadre   :
8. Date of appointment in ETC with
   prodgs.No. and date   :
9. If extension of deputation ordered
   subsequently prodgs. No. & date to be
   furnished   :
10. Date of completion of deputation period :
11. Trainings undergone by the faculty   :
      a) D.T.S   :
      b) D.OT   :
      c) D.O.M   :
      d) Others (specify)   :
12. Subjects being dealt by the faculty   :
13. Performance of the faculty member   :
14. No. of leaves – EL/HPL/ML availed
   during the year   :
15. Recommendation of the Principal with
   specific remarks
      a) Courses coordinated with no.of   :
         training days.
      b) Total no.of sessions handled
         during the year   :
      c) No.of Research/Evaluation/Documentation
         studies conducted   :
      d) Specific contribution made by the faculty
         other than training activity   :

Principal
Extension Training
Centre

ANNEXURE-18

INSPECTION REPORT OF
EXTENSION TRAINING CENTRE

1. Name of the E.T.C　　　　:

2. Name/s of the Principals worked during the period covered by inspection

　　　　Sl.No.　　　*Name*　　　　　　　*Period*

　　　　　　　　　　　　　　　　　　From　　　To

3. Date of last inspection　　　　:

4. Date of present inspection :

5. Name and designation of Inspection Officer

Basic data about the ETC:

6. Total extent of land held by ETC (in Acres):

    i.   Extent of the land covered by Avenue plants:

    ii.   Extent of the land covered by orchards :

    iii. Extent of land covered by vegetables :

    iv. Extent of land covered by Flowers

    v.   Extent of land covered by medicinal plants

    vi. Extent of land under encroachments:

    vii.   Whether land records with FMB is available in ETC

7**. (a) Buildings:**

        i.   Administrative Block and no. of rooms with plinth area

        ii. No of class rooms with plinth area

        iii. No. of toilets

7. **(b) Hostel:**

    i. No. of Rooms with plinth area

    ii. No. of Beds in the hostel

    iii. No. of bathrooms

    iv. No. of toilets

    v. Drinking water facility in the hostel

    vi. Capacity of dinning hall

    vii. Tables and chairs available in dinning hall

7. (c) **Staff Quarters:**

    i. The condition of Principal quarter

    ii. No. of quarters available for faculty and staff and their condition

    iii. No. of quarters occupied

    iv. Whether maintenance for quarters is being done regularly

8. **Roads:**

    i. Whether walking path is available around the campus

    ii. Length of Roads in the campus and its condition (in meters)

9**. Water Sources**

    i. Number of Bores available

    ii. Whether separate meter is available to the bores

    iii. Whether the bores are used properly

    iv. Whether any register is maintained for each bore or bores

v.   Whether Municipal tap connection is available in the campus

11. Whether the entire campus is covered with compound wall

12. If not covered, the length of compound wall required to be constructed (in meters)

13. Staff and faculty Position:

Sl.No.	Name of the post	Sanctioned Strength	No. of candidates in position	No. of vacancies

14. Details of training infrastructure -

i.   No. of chairs with details

1. 'S' type chairs
2. Iron Chairs
3. Plastic chairs
4. Wooden chairs

ii.   Number of TVs

iii.   No. of DVD/VCD Player

iv.   No. of OHPs

v.   No. of Mic Systems

vi.   Flip Chart Boards

vii.   No. of computers

viii.   No. of LCD projectors

ix.   No. of white/black boards

x.   Any other items

15.   The details of dead stock available in the ETC

(Clear details item-wise shall be written) and reasons for not disposing it

15. **Maintenance of Hostel and Mess:-**

    i.   Whether Hostel Warden is appointed on rotation basis (for six months).

    ii. Whether Receptionist is available in the Hostel

    iii. Whether register is maintained on maintenance of Hostel

    iv. Whether mess maintenance is outsourced as per guidelines

    v. Whether register is maintained in the dinning hall

    vi. Accommodation is available in the Hostel

    vii. General comments on the maintenance of the hostel & Mess

16, **Organisation of Training Programmes:**

    i.   Training calendar for the current year prepared or not

    ii. No.of Training programmes conducted

    iii. Other training programmes conducted such as IKP, Sarvasikhshabiyan – HIV-AIDS DWMA, Endowments, etc.,

    iv. Training material available with the E.T.C (Details to be furnished) Reading material available:-

    v. Preparation of material/Training modules to various training programmes available (Details to be furnished).

    vi. Whether Course completion reports sent to APARD with feed back reports:-

    vii. Whether Academic Council meetings conducted or not – If not reasons to be furnished:-

    viii.   Whether the link officers system to the Districts is done or not

17. **Performance of faculty/Principal:**

i. Training programmes conducted:

S No	Name of the Faculty	No. of Training courses coordinated		Participants Training		No. of Training Days		No of sessions handled	
		Target	Achi-evement	Target	Achie-vement	Target	Achie-vement	Target	Achie-vement

ii. Off-campus trainings coordinated by faculty (Faculty wise details)

iii. Evaluation/Research Studies conducted by faculty (faculty wise details)

iv. Whether capacity building plan for faculty/staff has been prepared and implemented by the ETC (details should be mentioned)

18. Management of Library:

i. Whether faculty is appointed as Information Manager

ii. Whether access register and other registers are being maintained

iii. Whether the books are purchased as per the procedure in the manual and details:

Details of Books Purchased	No. of Journals to be Subscribed	Total amount spent Rs.	Requirement of Funds, if any

iv. Whether old papers are disposed off on regular intervals

v. Whether HELPLINE is being maintained in ETC

vi. General comments on maintenance of library and audio-visual equipment

19. Management of farm:

      i. Whether farm manager is appointed

      ii. Whether the farm activities are outsourced

      iii. Whether farm and diary is being maintained on viable lines

      iv. Whether action plan is prepared for tree plantation under social forestry

      v. Whether tractor/tiller is being used for maintenance of campus land

      vi. Whether cattle traps have been arranged at the gates

      vii. Whether appropriate registers are being maintained

      viii. Details of utilization of land in the campus

S.No.	Name of the Crop	Extent in Acres	Remarks

20. Estate Management:

      i. Whether Estate Manager is appointed

      ii. Whether land/building/other property records are maintained

      iii. Whether Operation& Maintenance plan is available

      iv. Whether cleanliness and greenery is maintained in the campus

      v. Whether Security System is maintained

      vi. Whether walking path is arranged around the campus

21. Office Management:

    i.   Whether meeting of Managing Committee of ETC is held regularly

    ii. Whether the resolutions of Academic Council meetings are implemented or not

    iii. Whether Coordination meetings of ZP Training Cells is taking place in the respective ETC

    iv. Whether office equipment such as fax, photocopier, computer, printer etc., are available and maintained properly

    v. Whether computers with internet facility are available for each faculty

    vi. Whether work distribution order among faculty/staff is available

    vii. Whether files routed through faculty concerned

    viii.   Whether PRs are maintained by assistants

    ix. Whether stock files are maintained in the office

    x. Whether record room is available

    xi. Whether the disposal of files are in accordance with DOM

    xii. Whether attendance register/late attendance register/movement register are maintained

    xiii.   Whether CL register is maintained properly

    xiv.   Whether HRD plan for faculty/staff is prepared and watch regularly on vacancy position and prepare the advance plan for filling up of the vacancies

    xv. Court Cases pending if any   .

22. Financial Management

    i.   Whether Accounting registers as per the manual is maintained

    ii.   Whether NON-PLAN budget funds are fully utilized and requirement of funds based on actual need is reflected in the revised budget

    iii.   Efforts made by the Principal/faculty to mobilize more financial resources for development of ETC

    iv.   Whether purchase of stationary and furniture is done as per manual

    v.   Whether the expenditure incurred for operation and maintenance of ETC is reasonable and expended in transparent manner

    vi.   Whether monthly reconciliation of Bank pass books and cash books done regularly

    vii.   Whether internal audit is done on regular intervals

    viii.   Whether Audit Objection register is maintained

    ix.   Whether UCs are furnished within the stipulated time

    x.   Funds Position:- Various grants released – funds spent – balance (grant wise details including ETC own funds be furnished):-

    xi.   Whether M&I account is maintained in accordance with rules

    xii.   Whether receipts are shown properly in M&I account

    xiii.   Do you find any discrepancy in spending from M&I account

23. Financial Analysis:

The key function of the ETC is to provide quality training to the participants in order to improve the performance of the respective organizations. Hence whatever expenditure incurred for the training in the ETC shall be reduced to cost per head including overheads (plan or non-plan or any other expenditure). The Inspecting Officer should calculate per head cost (item wise) in order to watch the performance of the ETC: The following Proforma may help in analyzing the expenditure pattern of ETC:

Sl.No.	Details of expenditure	Total expenditure Rs.	Per head expenditure Rs.	Percentage of expenditure
1.	Non-Plan Salary of all employees in ETC including faculty& staff			
2.	Consolidated pay or wages paying from non-plan and M&I account			

3.	Honorarium paid to guest speakers			
4.	Coordination charges			
5.	Stationary			
6.	Operation and maintenance of electronic equipment, computers and furniture, etc.,			
7.	Operation and maintenance of physical infrastructure of ETC			
8.	Cost of reading material supplied to the participants			
9.	Cost of room rent and hall rent			
10.	Mess Charges			
11.	Contingencies			
12.	Any other items which are not covered above			
13.	**Total**			

24. General Observation of Inspecting Officer:

(The Inspecting Officer should write his overall comments which are not covered above. He/she should make his/her observations specifically instead of general statements in order to provide proper feedback to the ETC concerned.)

Signature of the Inspecting Officer

ANNUAL ADMINISTRATION REPORT: Every ETC shall prepare annual administration report in order to provide authenticated information about the activities of ETC to the public and client organizations. This report shall attract the attention of public in general and client organization in particular. Hence the Annual Administration Report should not be reduced to mere furnishing certain facts or infrastructure available in the ETC. It should reflect the quality of training and its impact and variety of training programmes undertaken ETC in addition to infrastructure facilities, physical and financial targets. The Annual Administration Report shall prepare on or before 31st May of the succeeding year and submit to AMR-APARD. The following information may be useful for preparation of Annual Administration Report.

ANNEXURE-19

ANNUAL ADMINISTRATION REPORT OF
EXTENSION TRAINING CENTRE_____FOR THE YEAR

1. Name of the E.T.C   :

2. Date of Starting of E.T.C   :

3. Area of operation   :

4. Was there any change in the jurisdiction of
   ETC during the year   :

5. Land particulars of E.T.C

   i. Total land (Acres.)   :

   ii. Area occupied by Buildings (Acres.)   :

   iii. Agricultural land (Acres.)   :

   iv. Area covered by various crops during   :

   v. Orchard crops (in Acres)   :

   vi Irrigation bores in existence (Nos.)   :

   vii Area irrigated under bores (Nos)   :

   viii Area left fallow and proposed

        programme for the existing fallow land:

6. Administrative Office (Rooms)   :

7. Hostel accommodation (Rooms)   :

8. Mess/Kitchen   :

    a) Hall (Nos)   :
    b) No. borders that can be accommodated :
    c) Store Room (No.)   :

9. Infrastructure facilities available   :

    a) No. of lecture Halls   :
    b) No. of Hostels   :
    c) No. of Kitchen rooms   :

    To be furnished separately for a,b,c items
    ((i.e.) O.H.Ps – T.V.S – D.V.Ds ETC.)

10. D.W. Facilities (details to be furnished)   :

11. Staff quarters and occupation status to be
    furnished.   :
    a) Principal   :

    b) Gazetted Officers   :

    c) Ministerial staff/Attenders and others   :

12. Record Room   :

13. Library   :

14. Generator facility is available or no :

15. Dairy unit details Particulars of livestock
    to be given   :

16. Staff position (Separate statement to be
    Given   :

17. Transport

    a) Buses (Mini) (No.) – Condition   :

    b) Vans (N0.) – Condition   :

    c) Jeeps (No.) – Condition   :

    d) Tractors (No.) – Condition   :

    e) Trailers (No.) – Condition   :

18. Roads Length (in KMs.) of E.T.C.   :

     a) Cement Roads   :
     b) B.T. Roads   :
     c) Pucca Roads (Metal)   :
     d) Katcha Roads   :

19. Fish Tanks: (No)   :

     Tank Bund (Area in Acres)   :

20. Electricity Charges of ETC

     i. Number of bore wells with electrical pump sets in the campus:

     ii. Number of bulbs/tubes   -   In the Hostel and Mess

     iii. In the Administrative Building

     iv. In the open space (street lights, etc.,)

     v. In the vacant quarters

     vi. How many electricity meters available in ETC:

     vii. Number of meters available in vacant quarters:

     viii.   Per head consumption per day (Total electricity bill in the year / Total Number of participants X Total Training Days)

     ix. Total Annual Electricity Bill during the last three years:

S.No.	Year	Budget Provision during the year	Actual bill paid by the ETC	Difference	Source of fund to meet over and above the budget provision
1.					
2.					
3.					

21.Resources Mobilized from various sources during the year

S.No.	Details of Sources	Year
1.	From Non-plan budget support	
2.	Funds released for the Panchayat Secretaries by AMR-APARD	
3.	Funds released for the Training of Elected representatives of PRIs by AMR_APARD ToT for Training of Sarpanches ToT for the training of MPTCs Direct Training for MPTCs ToT for Ward Members Training	
4.	Funds released for training of Financial management by AMR-APARD	
5.	Funds released for other programmes by the AMR-APARD	
6	Hire Charges received from other organizations towards hiring of rooms, training halls, ETC.,	

7.	Grants received from the Ministry of Rural Development
	    -Recurring Grants
	
	     -Non-recurring Grants	

8.	Net Income from the Agriculture	
9.	Net Income from the Diary and others	
10.	Any other income	

22. Physical Infrastructure Available in ETC

S.No.	Details of the building	No. of Rooms	Plinth area Room-Wise	No of Toilets available	Number of Tap connections	Present Condition of the building
1.	Administrative Building					
2.	Class Rooms					
3.	Hostel Buildings					

4.	Other Sheds					
5.	Other Buildings					
6.	No. of Residential Quarters and their condition					

23. Trainings conducted by the ETCs during the year:

a) Training Programme

S.No.	Name of the Training Programme	Target for the year	Achievement during the year	Short fall	Reasons for Shortfall
i)					
ii)					
iii)					
iv)					
	Total				

b) Participants

S.No.	Name of the Training Programme	Target for the year	Achievement during the year	Short fall	Reasons for Shortfall
i)					
ii)					
iii)					
iv)					
	Total				

(Only the Training Programmes conducted by the ETCs alone should be furnished)

c) Other Training Programmes held at ETCs.

S.No.	Name of the Training Programme	No. conducted	No. of days conducted	Participants attended	Generated in (Rs.)
i)					
ii)					
iii)					

24. Number of meetings of Managing Committee held in ETC

25. Number of meetings of Academic Council held in ETC

26. Number of meetings of Purchase committee held in ETC

27. Audit Objections:

i) A.G.   :   Year wise paras pending and amount

                                                         involved should be furnished

ii) Departmental   :

28. Outstanding achievements if any done
    during the year (details to be furnished)   :

29. Other items if any.   :

SIGNATURE OF THE PRINCIPAL

Systematic Approach to training for PRI Functionaries

Identification of tasks to be performed by PRI Functionaries

⇩

Analysis of Tasks to be performed

⇩

Specification of Required Knowledge, Skills, Attitude

⇩

Statement of Training Needs

⇩

Course Design
Analysis &Synthesis of content, Methodology, Detailed Session Plans,
Visual aids, Charts, Reading material

⇩

Piloting of the Modules

⇩

Modification of draft training modules
based on suggestions in pilot test and finalize the modules

⇩

Implement & Monitoring of training programme

⇩

Evaluation of Training

Flow Chart on Managing the Training process

Identify the Training Needs

⇩

Design/Select the Course

⇩

Identify the Trainers ⇦ **Determine Workload**

⇩

Develop Trainers ⇦ **Select Trainers**

⇩

Identify Location & resources

⇩

Finalize budget

⇩

Finalize Training Plan

⇩

Pre-Course administration

⇩

Prepare for the Training Course

⇩

Deliver the Training Course

⇩

Validate the training course

⇩

Post-Course Administration

⇩

Transfer of learning

⇩

Evaluate training

⇩

Revise Training Courses

KU Band receiving Stations
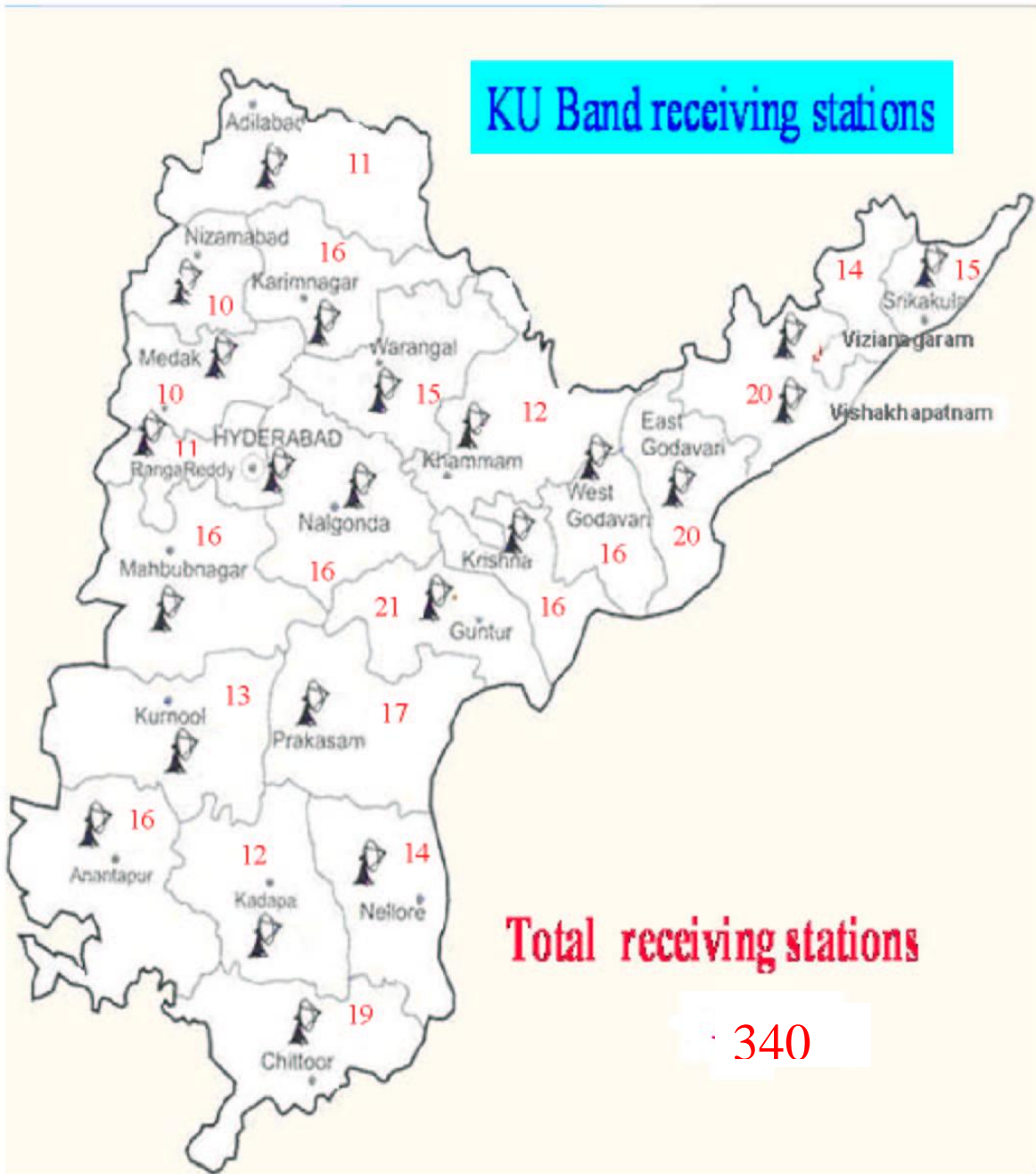
TRAINING INFRASTRUCTURE NETWORK

State Level

AMR-APARD NODAL AGENCY

Regional Level

ETC, Rajendranagar	ETC, Bapatla	ETC, Samalkot	ETC, Srikalahasti	ETC, Hasanparthy

District Level- ZP Training Cell coordinates

DTC (22)	TTDC (22)	DCBC (5)	DLRCs (17)	Mahila Pranganas (22)

Mandal Level

Mandal Parishad Meeting Halls (1098)	CLRCs Centres (55)	NGOs	Mandal IKP Training Centres (800)	KVKs (22)