

## **BRIEF ON CAPACITY BUILDING ON PLANNING**

The SSA Implementation Framework clearly states that success of Sarva Shiksha Abhiyan will depend on the quality of community based planning process. The programme emphasis has been on bottom up approach of planning starting from the habitation level planning, the cluster level planning, the block level planning and then the district level planning. To undertake such planning activities at these levels, it is natural for undertaking capacity building initiatives for the personnel engaged with planning at every level.

2. To help districts and States/UTs prepare quality plans, the MHRD with the help of various national level institutions, has developed materials in the form of manuals and guidelines and has conducted capacity building exercises for SSA functionaries at district and state level. Capacity building of personnel engaged in the planning process at various levels is very important because they are the designers and developers in this process. The MHRD has carried out capacity building exercises with the help of national level institutions like National Institute of Educational Planning and Administration (NIEPA), National Council of Educational Research and Training (NCERT), Technical support Group (TSG) and the National Institute of Administrative Research (NIAR).

3. Detailed notes on capacity building on Planning by NIAR and TSG on various aspects of SSA, are enclosed.

## **BRIEF ON NATIONAL INSTITUTE OF ADMINISTRATIVE RESEARCH (NIAR) IN CAPACITY BUILDING IN PLANNING OF SSA ACTIVITIES**

The National Institute of Administrative Research (NIAR) has a National Level Research and Training Institution under DPEP and SSA, which has conducted around 200 training programmes, under the sponsorship of Department of Elementary Education and Literacy, Ministry of Human Resource Development (MHRD), Government of India, and other state Governments. The thrust of these training programmes has been to build and strengthen the capacities of state and district level officials to formulate and implement need based District Elementary Education Plan (DEEP) under DPEP and Sarva Shiksha Abhiyan (SSA). Emphasis was on enhancing planning skills (to formulate, implement and monitor) at district, block level and even at village/habitation level. Teaching Methodology included Quality Training, Case Studies, Simulation, Field Visit, Group Exercises etc.

2. Realizing that capacity building of sub district level functionaries is crucial for strengthening of SSA planning process, NIAR was entrusted with the responsibility of carrying out capacity building workshops on pilot basis in the north eastern states (except Assam) and J & K. Accordingly modules for the training programmes were designed by NIAR in a workshop held at Mussoorie.

3. For the training programme for VEC functionaries, VEC members and key functionaries of one block of a particular district was taken up in the first instance. They were trained in concepts of habitation planning, school mapping etc and thereafter were asked to conduct habitation planning, school mapping in selected areas within the block identified by the state office. The participants were also given inputs about the quality aspects and monitoring aspects, which are necessary while formulating plans of the grass root level.

4. The training of CRC/BRC functionaries of the same block was taken up subsequently. Apart from emphasizing on the data collection and data management, they were trained in habitation planning and school mapping issues. They were also trained in formulating the block plan on the basis of the circle level planning done by the grass root level functionaries.

5. The training programmes were interactive and exercise based. These training programmes helped the planning teams to sharpen their skills. These trainings to large extent have been successful in meeting the objective of permeating the concept **of process based participatory micro planning for community owned quality elementary education to district level and helped them to look beyond the rigid norms of budgetary allocation and default costing. This has helped these states, especially J&K, and North eastern States, to catch up with the other states, to achieve the objective of quality elementary education to all children of 6 to 14 years of age.**

## **6. Details of the Training Programmes conducted by NIAR for 2005-06:**

The training programme on AWP & B for North Eastern States and UTs were held in two phases in which 30 training programmes were organized and 858 district and state level officers were trained. Whereas 14 training programmes for CRC/BRC and VEC functionaries were also held for the north eastern states in which 577 block level officers were trained. In all 44 training programmes were held and 1435 officers have been trained. The details of the training programmes conducted by NIAR for the financial year 2005-2006 on AWP&B for North Eastern States, J&K, UTs, CRC/BRC functionaries, VEC functionaries are appended as **Annexure I (A to D)**.

## **7. Overall Academic feedback of the training programmes for 2005-06:**

While taking the feedback regarding overall experience of the training programme from respondents of NE states, UTs, BRC/CRC and VEC functionaries majority of the respondents found it to be '*highly valuable*'.

## **8. Observations/Learning Points under SSA training programmes for 2005-06:**

### **(i) Mizoram:**

- ✓ Disadvantaged blocks/clusters should be identified to ensure their coverage.
- ✓ BRC/CRC/SMC capacity building required.
- ✓ Computer aided learning required.
- ✓ Quality Bidya Jyoti Model of Assam and West Bengal be taken for monitoring achievement at primary level
- ✓ High price of text books should be reduced.
- ✓ Rationalization of teachers should be done.

### **(ii) Tripura:**

- ✓ Development of bridge material in tribal language
- ✓ Sensitization / awareness drives of core group leaders, parents against child labour for reducing out of schools children
- ✓ Focus on girls, SC/STs
- ✓ Management structure for state and district level and its supervision
- ✓ Focus on BRC/CRC for academic monitoring
- ✓ Shift emphasis on quality issues; conduct pilot studies

### **(iii) Sikkim:**

- ✓ Quality of data in district is consistent and reliable but state plan is inconsistent. DISE data and Household survey data inconsistent. NER of west and north Sikkim very low.
- ✓ Gangtok has large number of out of school children– SC working children, Children of Migratory construction worker
- ✓ Multi lingual situation- Lepcha, Bhutia, Nepali

- ✓ UEE- Each school starts from class I
- ✓ High backlog of untrained teachers
- ✓ Monastic schools – covered
- ✓ Text books costly
- ✓ Doing well for UEE but dropout and out of school required emphasis

**(iv) Jammu and Kashmir:**

- ✓ Data not consistent
- ✓ Need based planning not apparent
- ✓ Large number of out of school children. For child labour, strategy must be drawn up
- ✓ Proposed baseline study with NIAR.
- ✓ Special focus groups- Migratory people and disadvantaged areas require special attention and programmes

**(v) Arunachal Pradesh:**

- ✓ No staff at SPO/DPO with experience to supervise the project.
- ✓ Data base of education indicators very weak
- ✓ Number of untrained teachers huge
- ✓ TLM in tribal languages need to be developed
- ✓ Strategy for out of school children not clear
- ✓ Community awareness and mobilization very essential.

**(vi) Chandigarh:**

- ✓ Working children/Migratory people
- ✓ Opportunity cost of schooling high 11-14 Years
- ✓ Innovativeness- Earn and Learn
- ✓ Sub District level Analysis

**(vii) Andaman:**

- ✓ Multi lingual situation
- ✓ Scattered population, Wide geographical spread/Island
- ✓ Post Tusnami situational analysis

**(viii) Lakshadweep:**

- ✓ Multi lingual situation, the case of Minicoy
- ✓ Scattered population, Wide geographical spread/Island

## 9. Activities to be undertaken by NIAR for 2006-2007

The following themes are being/to be taken up and accordingly training programme would be conducted.

- a. **District Elementary Education Plan Preparation, Implementation and Monitoring Issues:** MHRD has already identified the improvement in the planning process is core training activity. The experience of NIAR in this regard, as mentioned earlier is that the training of Need Based Planning skill reflecting local specificities still needs strengthening. It has been realized while perusing the DEEP documents of different states, during second phase of training on AWP&B 2005-06, that planning in many cases is being taken as synonyms to default costing, by adhering to certain norms – physical and financial. Therefore, more focus is needed on process based issues. Keeping in view these facts, **second** round of training programme is to be taken up for each of **North Eastern States except Assam, Jammu and Kashmir and all Union territories**. The first round of training programmes in the states of J&K, Daman & Diu, and Pondicherry will be done in different regions within states/UTs by NIAR.

The first round of training would be dealing with process and methods of preparing need based DEEP and in the second round the team of resource persons will seat with each district with their draft DEEP and finalize it. The first round of training will be for six days and the second round for three days duration.

- b. Capacity Building at Grass Root to plan and implement Plan for Universalization of Elementary Education: SSA envisages capacity building at sub-district level crucial for achieving the objective of quality UEE. During the course of training for preparation of AWP & B, the issues of capacity building of BRC/CRC functionaries were raised in every state. The SCERT and DIET in majority of the states and Districts are either not fully functional or they require capacity building before they undertake the task of capacity building of BRC/CRC professionals. Therefore, NIAR will undertake the capacity building training, of BRC/ CRC, as a pilot project, in one district of north eastern states except Assam, Punjab and Jammu and Kashmir and the UTs viz. Daman & Diu and Dadra & Nagar Haveli, Chandigarh, Andaman & Nicobar Islands, Lakshadweep, Pondicherry (including Goa). These functionaries will be trained largely in the micro-level planning, school mapping and quality issues, gender issues in elementary education. The duration of the training programme will be four days and it will be conducted at district headquarters, in consultation with the state level officials.
- c. Community Issues in SSA: SSA aims at evolving community owned education system to achieve the objective of quality UEE. The objective of community quality ownership could only be achieved if consistent capacity building and orientation of block, district and state level official is carried out. Community ownership issues are very intricate and need to be discussed in participatory

manner to create a better environment for community based planning for elementary education under the overall framework of SSA. Therefore, community issue related training programme are proposed for North Eastern State except Assam, Jammu and Kashmir and UTs including Goa. The state will select 20-30 VEC members and 10-20 district and state level officials to participate in this training programme. This group will act as resource person for disseminating the skill acquired. The duration of training will be 4 days. The role of VEC especially in school mapping, micro planning, maintaining village register, people mobilization, community monitoring of education and resource mobilization is very important. Therefore the training would focus on these issues. NIAR will also prepare a VEC training manual on decentralized planning process in the above states.

## Annexure – I A

**Training of AWP&B for North Eastern States, J&K by NIAR, LBSNAA, Mussoorie for the year  
2005-06**

<b>S. No.</b>	<b>Name of the Programme</b>	<b>Venue</b>	<b>Dates</b>	<b>Duration in days</b>	<b>Number of participants</b>
1.	SSA Planning Process and Formulation of AWP & B	Aizawl, Mizoram	7-12 November, 2005	6	45
2.	SSA Planning Process and Formulation of AWP & B	Itanagar, Arunachal Pradesh	15-20 November, 2005	6	41
3.	SSA Planning Process and Formulation of AWP & B	Imphal, Manipur	5-10 December, 2005	6	40
4.	SSA Planning Process and Formulation of AWP & B	Shillong, Meghalaya	12-17, December, 2005	6	33
5.	SSA Planning Process and Formulation of AWP & B	Agartala Tripura	18-23, December, 2005	6	42
6.	SSA Planning Process and Formulation of AWP & B	Gangtok, Sikkim	26-31, December, 2005	6	27
7.	SSA Planning Process and Formulation of AWP & B	Jammu, J&K	16-21 January, 2006	6	45
8.	SSA Planning Process and Formulation of AWP & B	Kohima, Nagaland	30 Jan. to 4 Feb., 2006	6	32
9.	Second round of AWP&B	Aizawl Mizoram	8-10 February, 2006	3	43
10.	Second round of AWP&B	Itanagar Arunachal Pradesh	14-16 February, 2006	3	33
11.	Second round of AWP&B	Agartala, Tripura	21-23 February, 2006	3	37
12.	Second round of AWP&B	Jammu, J&K	23-25 February, 2006	3	36
13.	Second round of AWP&B	Gangtok Sikkim	2-4 March, 2006	3	19
14.	Second round of AWP&B	Kohima Nagaland	8-10 March, 2006	3	18
15.	Second round of AWP&B	Shillong Meghalaya	23-25 March, 2006	3	33
16.	Second round of AWP&B	Imphal Manipur	28-30 March, 2006	3	38
<b>Total</b>					<b>562</b>

## Annexure – I B

### Training for AWP&B & UTs by NIAR, LBSNNA, Mussoorie for the year 2005-06

Sl. No.	Name of the Programme	Venue	Dates	Duration in days	No. of Participants
1.	SSA Planning Process and Formulation of AWP & B(Daman & Diu and Dadar Nagar Haveli)	Moti Daman and DNH	17-22 October, 2005	6	41
2.	SSA Planning Process and Formulation of AWP & B	NIAR, Mussoorie	25-30 October, 2005	6	16
3.	SSA Planning Process and Formulation of AWP & B	Panaji, Goa	9-14 January, 2006	6	16
4.	SSA Planning Process and Formulation of AWP & B	Lakshadweep	12-18 January, 2006	6	26
5.	SSA Planning Process and Formulation of AWP & B	Portblair, A&N Islands	16-21 January, 2006	6	24
6.	SSA Planning Process and Formulation of AWP & B	Pondicherry	23-29 January, 2006	6	21
7.	Second round of AWP&B	Daman & Diu	5-7 March, 2006	3	42
8.	Second round of AWP&B	Panaji, Goa	9-11 March, 2006	3	23
9.	Second round of AWP&B	Chandigarh	17-19 March, 2006	3	14
10.	Second round of AWP&B	Portblair A&N	17-19 March, 2006	3	24
11.	Second round of AWP&B	Kavarati Lakshadweep	22-24 March, 2006	3	25
12.	Second round of AWP&B	Pondicherry	28-30 March, 2006	3	24
<b>Total</b>					<b>296</b>



**Annexure – I C**

**Training for AWP&B for CRC/BRC functionaries by NIAR, LBSNAA, Mussoorie for the year  
2005-06**

<b>S.N.</b>	<b>Name of the Programme</b>	<b>Venue</b>	<b>Dates</b>	<b>Duration in days</b>	<b>No. of Participants</b>
1.	Training programme for CRC/BRC personnels	Aizwal, Mizoram	7-10 February, 2006	4	29
2.	Training programme for CRC/BRC personnels	Itanagar Arunachal Pradesh	13-16 February, 2006	4	30
3.	Training programme for CRC/BRC personnels	Agartala, Tripura	20-23 February, 2006	4	31
4.	Training programme for CRC/BRC personnels	Gangtok Sikkim	1-4 March, 2006	4	59
5.	Training programme for CRC/BRC personnels	Kohima Nagaland	7-10 March, 2006	4	38
6.	Training programme for CRC/BRC personnels	Shillong Meghalaya	22-25 March, 2006	4	45
7.	Training programme for CRC/BRC personnels	Imphal Manipur	27-30 March, 2006	4	48
	<b>Total</b>				<b>280</b>

**Annexure – I D**

**Training for AWP&B for VEC functionaries by NIAR, LBSNAA, Mussoorie for the year  
2005-06**

<b>S.N.</b>	<b>Name of the Programme</b>	<b>Venue</b>	<b>Dates</b>	<b>Duration in days</b>	<b>No. of Participants</b>
1.	Capacity building for VEC functionaries	Aizawl, Mizoram	7-12 November, 2005	4	50
2.	Capacity building for VEC functionaries	Itanagar, Arunachal Pradesh	16-19 November, 2006	4	50
3.	Capacity building for VEC functionaries	Imphal Manipur	6-9 December, 2005	4	41
4.	Capacity building for VEC functionaries	Shillong Meghalaya	13-16 December, 2005	4	39
5.	Capacity building for VEC functionaries	Agartala, Tripura	19-22 December, 2005	4	42
6.	Capacity building for VEC functionaries	Gangtok, sikkim	27-30 December, 2005	4	36
7.	Capacity building for VEC functionaries	Kohima, Nagaland	31 Jan-03 February, 2006	4	39
	<b>Total</b>				<b>297</b>

**Brief on Capacity building initiatives by Technical Support Group  
January 2006 onwards**

The Technical Support Group has been created under Ed.CIL to assist MHRD in the smooth implementation of the programme. The group aims:

1. To provide Technical Support individually or through a pool of RPs, to States either on their demand or on directions of MHRD.
2. To monitor the progress of the programme through visits, workshops, documentation, etc.
3. To organize cross-sharing workshops in functional areas, review meetings and state level workshops/meetings.

The Technical Support Group (TSG) consists of various units comprising of consultants who report to the Divisional Heads in MHRD, in charge of various functional areas.

**Capacity Building Workshops organized / Supported from the National Level - January 2006 onwards**

S.No.	Functional Area	Title of the Programme	Level of Participants	Number of participants	Name of the States/UTs
1.	Inclusive Education For Disabled	Capacity Building of NGOs in IE	State/district level NGOs	50	Arunachal Pradesh
2.		Planning Meeting on IE	State/ SRG members	15	Karnataka
3.		Orientation programme for IE resource teachers	Resource teachers	55	Haryana
4.					
5.		Orientation programme on IE	State/ district level resource persons	45	Meghalaya
6.		Orientation programme on IE	District/ zonal level resource persons	150	J & K
7.					
		Developing Sustainable Inclusive Practices in SSA	State/district IE Coordinators	56	Delhi

S.No.	Functional Area	Title of the Programme	Level of Participants	Number of participants	Name of the States/UTs	
8.	Research, Evaluation and Studies Unit	Policy Research Advisory Committee (PRAC )	Members of Policy Research Advisory Committee		<i>Uttar Pradesh</i>	
9.		Research Advisory Committee Meeting	Members of Research Advisory Committee Meeting, Gujarat		<i>Gujarat</i>	
10.						
11.						
12.		Orientation of investigators and discussion on data analysis for the study 'Factors Affecting Achievement of class IV/V students'	Principle investigators and team members			<i>Uttar Pradesh, Orissa, Karnataka</i>
13.		Research Advisory Committee meeting	Members of Research Advisory Committee meeting			<i>Rajasthan</i>
		Reviewing the Research and Evaluation activities at state level and sharing of experiences	Research and evaluation coordinators in the states		23	Andhra Pradesh, Dadra & Nagar Haveli, Delhi, Gujarat, Haryana, Himachal Pradesh, Karnataka, Kerala, Madhya Pradesh, Punjab, Tamilnadu, Uttar Pradesh and West Bengal
	Sampling and data analysis for National Achievement Surveys	NCERT				

S.No.	Functional Area	Title of the Programme	Level of Participants	Number of participants	Name of the States/UTs
14.	Pedagogical Improvement	State level orientation for school visits and classroom observation; Preparation for pedagogical renewal	SRG members, RPs from Rajiv Gandhi Foundation, Delhi University, TSG	70	Jammu
15.					
16.		SRG discussion on Teacher Training.	SRG members including NCERT, MHRD representatives	50	Pune
17.					
18.		Exposure visit of SRG, Punjab to Bodhshalas and capacity building of SRG at Bodh SS, Jaipur	Core team for Capacity building of SRG in Punjab	35	Jaipur
19.					
20.					
21.					
22.		Consultation on teacher training, BRCs, CRCs and other quality related interventions in Tamil Nadu	Representatives from 5-6 universities, DTERT, SPO and districts	50	Chennai
23.					
24.		Regional quality review meeting at RIE, Bhubaneswar	Pedagogy representatives from all Eastern and North Eastern States	25	Bhubaneswar
25.					
26.		Orientation of District Teams about Plan development	District teams		Raipur (Chhattisgarh)
27.					
28.		Two days textbook review workshop followed by one day workshop on classroom observation	SRG members, RPs from Rajiv Gandhi Foundation, Delhi University, TSG	70	Jammu
29.					
30.		Regional meeting on Quality Elementary Education	NERIE, State representatives of NE states	40	Guwahati
31.					
32.		State level seminar on Quality Issues ( <i>Shiksha Vimarsh</i> ) at DIET, Nahan, Himachal	SRG members, all DIET Principals, selected BRC and CRC coordinators	90	Himachal Pradesh
33.					
34.	Quarterly Meeting of DIET Principals of the State at SCERT, Maharashtra	All DIET Principals, RPs from State and outside	50	Pune	
35.					
36.	Regional Orientation Workshop on Quality Monitoring Tools	State representatives from all Southern states	45	Hyderabad	
	Regional coordinators' meeting of DEC, DEP - SSA	Distance Education Coordinators from States	50	Hyderabad	
	State level Reader development workshop for classes I & II under SSA	Children's writers, illustrators, RPs from State and outside	60	Bhubaneswar	
	Orientation of RIE members about plan development	SSA members of RIE, Ajmer	40	Ajmer	
	Regional conference of DEP (SSA) on Effectiveness of Classroom Processes	Selected participants from Western states, RPs from	50	Pune	

S.No.	Functional Area	Title of the Programme	Level of Participants	Number of participants	Name of the States/UTs
37.	Civil Works	Quarterly Review of Civil Works	Civil Works coordinators		Chennai
38.		Review of Orissa post cyclone, reconstruction primary school project	State officials		Orissa
39.					
40.		Final review of Orissa post cyclone, reconstruction of primary school project	State officials		Orissa
41.		Quarterly Review Meeting of civil works	Civil Works coordinators		Chennai
		Quarterly Review Meeting of civil works	Civil Works coordinators		Delhi
42.		1 <sup>st</sup> Quarterly National Level Review Meeting for civil works co-ordinators	Civil Works coordinators		
43.					
44.		Assisting the State for preparation of AWP&B 2006-07	Civil Works coordinators		West Bengal, Bihar
		3 <sup>rd</sup> Quarterly National Level Review Meeting for civil works co-ordinators	Civil Works coordinators		
45.	Financial Management	Quarterly review meeting of finance controllers of SIS	Finance Controller		Chennai, New Delhi
46.	Urban Planning	Meeting on UEE in Metro Cities – Potential and Challenges	State Education Secretaries, SPD, Municipal Commissioners, NGO, Experts of Urban Issues.	47	Delhi, Mumbai, Chennai, Kolkatta, Bangalore & Hyderabad

S.No.	Functional Area	Title of the Programme	Level of Participants	Number of participants	Name of the States/UTs	
47.	Alternative Schooling	Planning Assistance	State, District & Sub District level functionaries	24	Sikkim, A&N Island	
48.		Understanding the progress under EGS/AIE	State and district level officials, CRC coordinators & Education Volunteers		Bihar	
49.		Support to Bridge Courses	State Coordinator & District Coordinators		West Bengal	
50.		Workshop on Bridge Course	State, District & Sub district level functionaries & NGO representatives	87	Jharkhand	
51.		To study the Brick Klin Schools	State coordinator, district coordinator & Brick Klin School functionaries		Maharashtra	
52.		State Resource Group Meeting	SRG Members of AS	25	Uttar Pradesh	
53.		Field study on High Drop out Rates	State, District & School functionaries and community	22	Tripura	
54.		Study of functioning of Madarsa	State & district coordinators, Madarsa Board Officials, Madarsa Management Committee and Madarsa Teachers	32	Madhya Pradesh	
55.		Documentation of Tent School interventions	State coordinator, Municipal Corporation officials and Community	23	Karnataka	
56.		Understanding convergence for liberating Child Labour from Shops, Dhabas and Small Industries	State & District officials	36	Andhra Pradesh	
57.		State Resource Group Meeting	SRG members of AS	18	UP	
58.		Regional Review Meeting of Southern Zone	Secretary EE&L, JS –EE-II, Divisional Heads, SPDs and Officials from Southern Zone, Representative from Monitoring Institutions and consultants	32	Tamilnadu	
59.		To understand the preparedness of Bridge courses	State coordinator, District coordinator, School functionaries and community	16	Jammu & Kashmir	
60.						



S.No.	Functional Area	Title of the Programme	Level of Participants	Number of participants	Name of the States/UTs
61.	Planning Unit	SSA Planning Process and Formulation of Annual Work Plan & Budget (AWP&B)	State officials	16	Panaji, Goa
62.		SSA Planning Process and Formulation of Annual Work Plan & Budget (AWP&B)	State officials	26	Lakshwadeep
63.		Meeting on Urban Issues in six metros	State Education Secretaries, SPD, Municipal Commissioners, NGO, Experts of Urban Issues.	47	Delhi

