No.30/2/2011-EO(F)
Government of India
Ministry of Personnel, P.G.& Pensions
Department of Personnel & Training

North Block, New Delhi-1
Dated the 15th March 2011.

**TRAINING CIRCULAR**

Subject: International Training Workshop on Rural and Local Governance to be held at the Bangladesh Academy for Rural Development (BARD), Comilla, Bangladesh from 15th to 24th April 2011.

The undersigned is directed to state that the Commonwealth Secretariat has invited applications for the above training programme to be held at the Bangladesh Academy for Rural Development (BARD), Comilla, Bangladesh from 15th to 24th April 2011. The details of the programme and the application form may be drawn from Ministry of Personnel, Public Grievances and Pensions website (**persmin.nic.in**).

2. The workshop is designed to enable participants to share international experiences of rural and local governance for rural development amongst the participants for more improvement of effectiveness and responsiveness in rural and local governance in their respective country conditions

3. The programme is primarily designed for mid-level civil servants/practitioners of Ministry of Local Government, Rural Development and Cooperatives, Ministries of Agriculture, Environment and Forest, Health and Family Welfare, Women Affairs, Education and Human Resource and officials involved in decentralization reforms who are poised to lead strategic change in local governance in their countries. Officials of research and training institutions and universities who are involved in local governance can also participate in the workshop. The candidates should be proficient in spoken and written English; and be below 55 years of age.

4. Selected applicants will receive the commonwealth Fund for Technical Cooperation award, administered by the Governance and Institutional Development Division (GIDD). The award covers entire tuition fee including accommodation expenses (room charges, breakfast and evening meals) while on the programme and a small daily subsistence allowance (per diem) to cover incidentals during the course. The cost of return air travel is normally borne by the nominating Government. **The forwarding authority should specifically undertake to bear the cost of participant's above expenditure. Applications received without such an undertaking will not be considered.**

5. It is requested that the nomination of the suitable candidates may please be forwarded to this Department in accordance with the eligibility criteria and the terms and conditions of the Commonwealth Secretariat's Circular. The Ministries may sponsor the names of only Government/ Public Sector Undertaking functionary.

6. The nomination details should be submitted in the prescribed proformas duly authenticated by the Department concerned alongwith the requisite enclosures.

7. The applications should reach this Department through proper channel **not later than 28th March 2011.**

(Raakesh Mishra)
Desk Officer
Ph.No. 011-23094575
e-mail doeof@nic.in

1. The Secretary, Ministry of Panchayati Raj, Krishi Bhavan, N.Delhi.

2. The Secretary, Ministry of Rural Development, Krishi Bhavan, N.Delhi.

3. The Secretary, Ministry of Environment and Forest, Paryavaran Bhavan, CGO Complex, Lodhi Road, N.Delhi.

4. The Secretary, Ministry of Women and Child Development, Shastri Bhavan, New Delhi.

5. The Secretary, Ministry of Agriculture, Krishi Bhavan, New Delhi.

6. The Secretary, Ministry of Human Resource Development, Shastri Bhavan, N.Delhi.

7. The Secretary, Ministry of Health and Family Welfare, Nirman Bhavan, N.Delhi.

8. All State Governments/Union Territories.

9. Director (Technical), NIC with the request to post the circular along with the Commonwealth Secretariat's circular and the enclosed application Proformas on the Department's website

# International Training Workshop on
# Rural and Local Governance

Duration: 15-24 April, 2011

**Organised by:**

**Bangladesh Academy for Rural Development (BARD)**
**Kotbari, Comilla, Bangladesh**

**Sponsored by:**

**Governance & Institutional Development Division (GIDD),**
Commonwealth Secretariat through the Commonwealth Fund for Technical Co-operation (CFTC), London, UK.

## 1. INTRODUCTION

This workshop is aimed at senior and mid-career officers in the Ministry of Local Government and/or Rural Development and officials involved in decentralisation reforms who are poised to lead strategic change in local governance in their countries. Officials of NGOs, research and training institutions and universities who are involved in local governance can also participate in the workshop. It is being organised by the Governance and Institutional Development Division of the Commonwealth Secretariat in collaboration with the Bangladesh Academy for Rural Development (BARD), Comilla.

In today's fast changing world local governments are under increasing pressure to promote the development of their localities and improve the performance of the services that they deliver to their citizens. In many countries, decentralization has focused attention on the leadership and capacity of local governments to deliver on these agenda. In the low and middle-income member nations of the Commonwealth this pressure is closely linked to the new global agenda for poverty reduction and attainment of the Millennium Development Goals. In high-income member nations of the Commonwealth the pressure comes from the need to squeeze greater 'value for-money' from existing fiscal revenue and central government transfers. In all Commonwealth countries alike, this pressure to adapt to change, improve performance and take the lead on local development poses new challenges to the public sector executives and top management in the local governments.

*A View of the Workshop on Strategic Planning Process for BARD*

With the changing role of the state and rising expectations of the citizens from government, growth process is now considered as the outcome of partnership between the state and society. In the changing perspective, it is believed that local government will play a vital role for effective delivery of services as it becomes difficult for the state to respond to the diversified needs of the community effectively through central planning process. In the past three decades about 75 countries have attempted decentralisation however reasons for decentralisation vary from country to country. Governance and Institutional Development Division (GIDD) of Commonwealth Secretariat support decentralisation reforms in the member countries to facilitate the transition to good governance and to increase the responsiveness of the public sector to the needs and aspiration of its citizens. In any country, local governments are part of overall local governance system. It includes, besides local governments themselves, a number of societal actors such as citizens, trades and businesses, community organisations, NGOs, media, including civil society. Their dynamics determines contours and complexion of any local governance system depending upon interests, relative power of actors and institutional arrangements (formal and informal) in which they interact. Many Commonwealth countries in Asia, including Bangladesh have gained new insights through experimenting new and innovative ideas to strengthen the local governance. The workshop is designed to enable participants share international experiences, including commonwealth countries, for adopting good practices to make local governance more responsive, transparent and accountable, thereby meeting the need of the citizens.

## 2. PROGRAMME OBJECTIVES

The general objective of the workshop is to share experiences of rural and local governance for rural development amongst the participants for more improvement of effectiveness and responsiveness in rural and local governance in there respective country conditions. The specific objectives of the workshop are as follows:

1. to share the role of improved rural and local governance for livelihood development of rural people;
2. to share the mechanism of partnerships development among rural and local governance actors for resource management and effective service delivery;
3. to bringing out innovative ideas and perceptions from the participants for strengthening rural and local governance with a view to overall development of the rural areas;
4. to make some policy recommendations for improving rural and local governance.

## 3. WORKSHOP METHODS

Participatory methods i.e. panel discussion, group work, lecture cum discussion, questions and answers etc. will be used during the workshop. Presentation by the participants of respective country will be encouraged. Guided/facilitated field visits will also be arranged to reinforce the learning process. The workload and course design call for full time attendance and commitment on the part of the participants.

## 4. CONTENTS

**Inaugural Session**

- Introduction of International and Local Resource Persons
- Introduction of participants and BARD Faculty Members.
- Opening Remarks by Director ( Training, BARD)
- Presentation : An Introduction to the Commonwealth and Local Governance
- Formal Inauguration by the Director General, BARD

**Module: 1 Commonwealth Perspective of Rural and Local Governance: CFTC**

1. New Local Governance: Where 'Top-down' Meets 'Bottom up' : Key note Paper
2. Discussion on Key note Paper by a Designated Discussant and Open Discussion
3. Local Governance Institutional Audit
4. Brain Storming on Innovative Local Governance
5. Follow-up Discussion on Keynote theme "New Local Governance...."

**Module: 2 Rural and Local Governance: MALAYSIA Experience**

6. Rural Development Policies, Programmes and Strategies in South East Asia
7. INFRA Approach to Rural and Local Governance
8. Challenges and Opportunities for Good Governance in Rural Development: MALAYSIA Experiences

**Module: 3 Country Experiences**

9. Country Paper Presentation on Innovative Projects/Ideas for Improving Local Governance of Participants' Home Country
10. Country Paper Presentation on Innovative Projects/Ideas for Improving Local Governance of Participants' Home Country

**Module: 4 BARD Varied Perspective Input with Appropriate Study Visits**

11. Theme Paper on Accelerating Rural Development: Conditions and Considerations
12. Study Visit to a *Union Parishad* (Lowest Level Local Government Institution)
13. Discussion on the Study Visit to *Union Parishad*,
14. Panel Discussion on Changing Role of State in Rural Development: Partnership of Various Actors in Local Governance
15. Panel Discussion on Inclusion of Civil Society for Inclusive Service Delivery through Local Government Institutions
16. Study Visit to a *Upazila Parishad* (Sub-district Level Local Government )
17. Discussion on Experience Sharing on the Visit to *Upazila Parishad*
18. Rural Development in Bangladesh: Contribution of Comilla Approach
19. Development Service Delivery through Community Based Organization : Experience of Comprehensive Village Development Project (CVDP)
20. Study Visit to a CVDP Cooperative Society
21. Local Level co-ordination and Networking: Experience of Participatory Rural Development Project (PRDP)
22. Study Visit to a PRDP Village
23. Panel Discussion on Complimentary and Supplementary Role of NGOs in Rural Development with Special Reference to Bangladesh
24. Ethics and Human Rights Approach to Governance and Development
25. Governance of Public Interest and Social Justice: A Moral Guidelines for Administrative Decision
26. Study Visit to Cox's Bazar (Visiting Cooperative Society /CBO/*Union Parishad/Upazila Parishad* )

## Module: 5 Action Plan Development

27. Group Work for Action Plan Development:

    Identification of Best Practices of Rural and Local Governance
28. Presentation of Action Plan on Rural and Local Governance

**Evaluation / Feedback**

**International Cultural Night**

**Valedictory Session:**

Certificate Awarding and Closing Remarks

Chief Guest : Secretary, RDCD/ DG, BARD / Advisor, GIDD, COMSEC/ BARD Faculty

*Participants of AARDO-Sponsored Training Workshop are Engaged in Group Discussion*

## 5. MEDIUM OF COMMUNICATION

The medium of communication is English.

## 6. FACULTY/RESOURCE PERSONS

Faculty members of BARD having professional skills and experience in the relevant fields will act as resource persons. In addition, experts and professionals from the Commonwealth Secretariat, INFRA of Malaysia and other international institutions working in this area will be invited as guest speakers and facilitators.

## 7. PARTICIPANTS' PROFILE

The programme is primarily designed for the mid-level civil servants/ practitioners of the Ministry of Local Government, Rural Development and Cooperatives, Ministries of Agriculture, Environment and Forest, Health and Family Welfare, Women Affairs, Education and Human Resource.

*DG, BARD Chairs a Session of the International Training Workshop on Micro Credit Delivery System and Good Governance in Rural Development*

## 8. PROGRAMME DURATION

The duration of the programme is 10 days. A half day city tour to Dhaka will also be organised. The schedule of the workshop is 15 – 24 April, 2011.

## 9. LOCATION OF THE INSTITUTE/ ACCOMMODATION

The Academy (BARD) is located at Kotbari under Comilla Sadar South Upazila, eight kilometers to the west of Comilla town. Comilla is connected with Dhaka (100 km) and Chittagong (170 km) by Railway and motor way. Academy campus is spread over 156 acres of plain and hilly lands of Lalmai hills with natural beauty. The campus is almost self contained. It has all civic facilities and sufficient number of conference halls and adequate accommodation facilities. The workshop is fully residential with good boarding and lodging facilities at BARD campus.

*A Partial View of Auditorium of BARD*

## 10. AWARD

On successful completion of the Workshop the participants would be provided with a certificate of attendance.

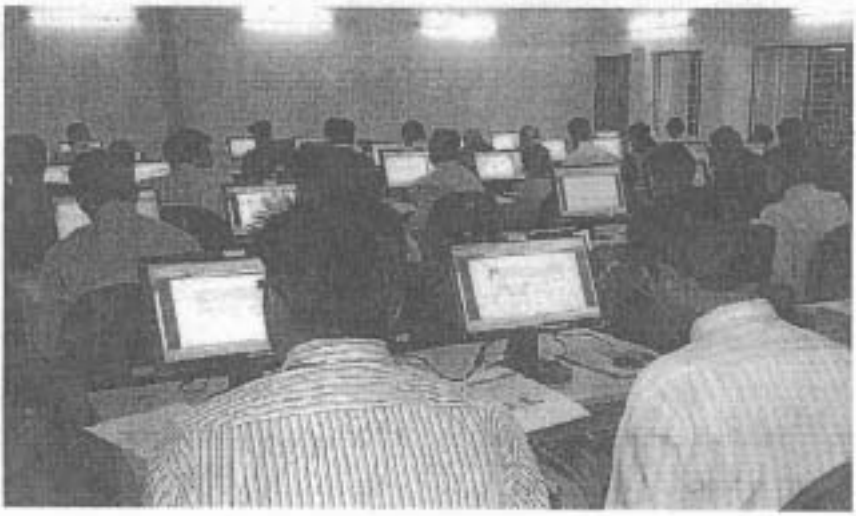
## 11. ABOUT THE TRAINING INSTITUTE (BARD)

Bangladesh Academy for Rural Development (BARD) was established in 1959 as a training institute for the practitioners and policy makers in rural development. Simultaneously, it combined training with research and experimentation on pilot basis. The unified approach of training, research and pilot experimentation has provided uniqueness to the training curriculum of the Academy. Through organising need based training programme the Academy has made significant contributions to human resource development for local level planning and management of rural development programmes throughout the country. It has spread the training experiences in a limited way, even outside the country. The clientele of the Academy's training programmes come from the government and non-government organisations (NGOs), Community Based Organisations (CBOs), representatives of the local government and cooperative institutions, under graduate and post graduate students of universities and researchers of different institutions. With the assistance from UNDP, FAO, SAARC, ILO, the Academy also organises seminars, workshops and training programmes on different issues of rural development for the participants from the Asia-Pacific and Africa regions. BARD is the link institute of CIRDAP in Bangladesh and it maintains a professional

relationship with AARDO. It also has a close and cordial relationship with Commonwealth Secretariat .The Academy is well known at home and abroad for innovating the 'Comilla Approach to Rural Development', an approach of integrated rural development emphasising on peoples' participation through involving local government that was replicated throughout the country by the government.

***For further information please visit www.bard.gov.bd.***

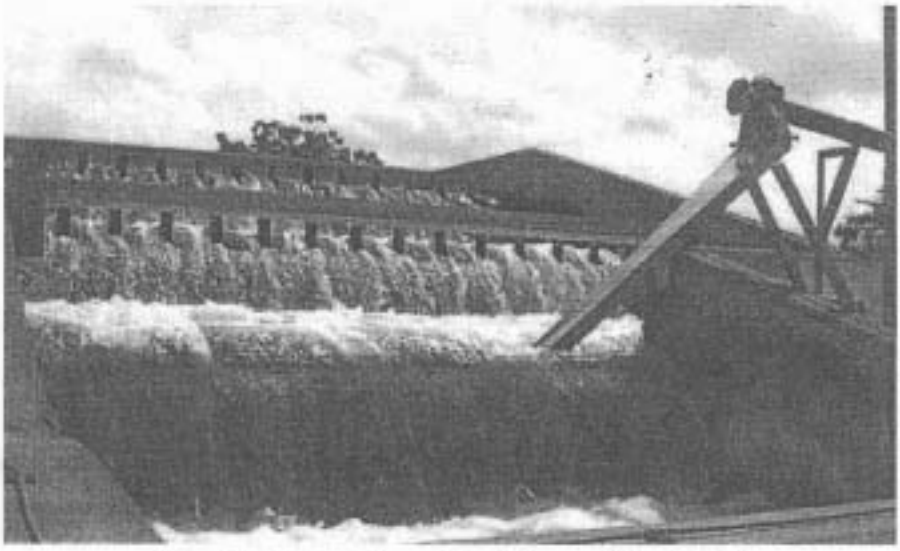
*An International Training Programme at BARD: A Partial View of Participants with the Resource Person*



*Participants of a Special Foundation Training Course Attending a Computer Session at Computer Lab*

## 12. ABOUT GOVERNANCE AND INSTITUTIONAL DEVELOPMENT DIVISION (GIDD)

The Governance and Institutional Development Division (GIDD) has responsibility for the Commonwealth Secretariat's mandate on public sector development. GIDD's work covers the full spectrum of public policy, management, and administration, as well as issues relating to civil society and private sector institutions with public responsibilities. Its role is to provide strategic advice and technical assistance in capacity building and institutional development towards poverty alleviation and sustainable development in Commonwealth developing countries. GIDD's in-house advisers work in collaboration with other divisions and external partners to provide assistance across a wide range of development issues to meet the specific needs of member countries in a diverse, complex, and rapidly changing environment.



*View of a Rubber Dame in Cox'sbazar of Bangladesh*

The Thematic Programmes Group provides specialised expertise and advisory services to member countries in four thematic clusters – governance, service delivery, leadership and human resource (HR) policy, and information and communication technology. It serves Commonwealth Heads of Government Meeting mandates like Commonwealth Connects and maintains specializations in public sector management and reform, institutional governance, anticorruption, corporate governance, public expenditure management, sub-national government, public-private partnerships, human resource management (HRM), leadership development, ethics and values, e-governance, and other aspects of public sector development. The Thematic Programmes Group works closely in the Division with the Regional Programmes Group and the Technical Cooperation

and Strategic Response Group to provide an integrated and seamless service to member governments.

The Regional Programmes Group includes four regions covering the developing countries of the Commonwealth: *Africa, Caribbean and Mediterranean, Asia and Pacific.* The Regional Programmes Group works with Commonwealth member countries in response to their public sector development capacity building needs by providing specialised advice and advisory services. Primarily it works to assist national governments' transform their public services into responsive, citizen focused, results oriented, sustained, and effective service delivery systems.

The Technical Cooperation and Strategic Response Group are responsible for preparation, appraisal and supervision, monitoring and evaluation of Technical Assistance projects for all the Divisions of the Commonwealth Secretariat. The Section provides long and short term technical assistance through the services of specialist consultants and volunteers to member governments and regional organisations in response to their needs towards building a national capacity and institutional strengths. The experts come from both developed and developing countries, and are very experienced in their fields, their assignments range from a few days to two or three years.

Commonwealth Service Abroad Programme (CSAP) is also included within this Unit. The CSAP places about 30 volunteer experts a year to assist member countries to provide technical assistance related to hands-on, on-the-job training, exposure to new operating technologies and innovative practices, technology transfer, community workshops, stakeholder retreats etc.

The Divisional Coordination and Support Unit is responsible for the formulating and implementing policy and procedures and for the effective functioning of the Division. It also acts as a contact point for other Divisions in the Commonwealth Secretariat.

## 13. ABOUT INFRA

The Institute for Rural Advancement also known as INFRA is the primary training institution focusing on rural development under the ambit of the Ministry of Rural and Regional Development (MRRD), Malaysia.

INFRA is overseen by a Council of Advisors known as the INFRA Advisory Council (MPI) chaired by the Chief Secretary of the MRRD. Members of the MPI are the Assistant Chief Secretary of Socio-economy, the Director of INFRA, representatives of the MRRD agencies, the Permanent Secretary Sarawak's Ministry of Rural Development, the Director of the Economic Planning Unit of Sabah, representatives of local higher learning institutions and representatives of the Village Development and Safety Committees (JKKK).

INFRA's primary focus is to train leaders at the grass root level and implement studies related to rural issues in efforts to improve the methodology and approach of rural management. INFRA is also involved at the international level in co-organising training programmes such as the Malaysian Technical Cooperation Programme (MTCP), Third Country Training Programme (TCTP) as well as joint programmes between INFRA and the Commonwealth Secretariat (COMSEC).

For further information please visit:
www.thecommonwealth.org/governance

# FORM GID/1

## The Commonwealth Secretariat

GOVERNANCE & INSTITUTIONAL DEVELOPMENT DIVISION (GIDD)

## NOMINATION

by the Government of _____

for a training course/study visit/training attachment/workshop* *(delete as applicable)*

for _____ *(name)*

in _____ *(subject field)*

due to start _____ *(date if known)*

in _____ *(country)*.

This form (GID/1) should be completed for each nominee with a passport sized photo of the nominee.

**Part I** is to be completed by the nominee.

**Part II** is to be completed by the nominee's departmental head.

The form should then be endorsed below by an officer in the Government Ministry or Department designated as the Point of Contact (PoC) for the Governance & Institutional Development Division of the Commonwealth Secretariat, and posted or faxed to:

The Director
Governance & Institutional Development Division
The Commonwealth Secretariat
Marlborough House
Pall Mall
London SW1Y 5HX
United Kingdom

Fax: 44 (0)20 7 747 6540/6335

All correspondence with GIDD about this application will be through the PoC.

For Completion by the Government Designated Point of Contact:

I certify that this nomination has the endorsement of the Government and that to the best of my knowledge the details given in the application form are correct. *(If you are nominating more than one person for this programme please indicate in order of priority.)*

Signed: _____ Stamp of Department

Name: _____

Position: _____

Department/Ministry: _____

_____

Date: _____

# FORM GID/1 Part I

he Commonwealth Secretariat

GOVERNANCE & INSTITUTIONAL DEVELOPMENT DIVISION (GIDD)

## PERSONAL DETAILS To be completed by the nominee.

*Please use BLOCK CAPITALS or typewriter* **Circle as appropriate*

1. **Surname or family name:**

2. Forenames or personal names:

3. Title: Mr/Mrs/Miss/Ms/Dr/Other* ..... 4. Male/Female*

5. Date of Birth: Place of Birth:

6. Nationality (if different from passport):

*Please attach a photograph here*

7. **Home address:**

Phone: _____ Fax/E-mail: _____

8. **Work Address:**

Phone: _____ Fax: _____ E-mail/Telex: _____

9. **Passport Details:** Nationality: _____ Number: _____

Date/Place issued: _____ Type: _____ Expires: _____

10. Name & address of person to be contacted in an emergency (including telephone number).

Relationship of this person to you: _____

11. **Have you ever travelled abroad before?** If YES, give details.

12. Give details of any disability, or any medical condition which may require treatment during your training, or any dietary restrictions.

13. Please make an assessment of your ability in English (Circle as appropriate).

Reading: Excellent/Good/Average/Poor
Writing: Excellent/Good/Average/Poor
Speaking: Excellent/Good/Average/Poor

## Education Record

If possible attach copies (NOT the originals) of your academic transcripts, etc. Include any professional attachments, short courses or workshops which you have attended. Indicate any courses currently being taken, expected date of completion, and the qualification to be obtained.

| Institution | Location | Dates Attended From | Dates Attended To | Qualifications obtained & subjects studied |
|---|---|---|---|---|
| | | | | |

15. Please give details of any other professional qualifications not mentioned above.

16. **Employment Record**

Please list current occupation first and then your 2 previous posts.

Current Employer
(and nature of business):

Job Title: Dates:

Duties of the Post:

Previous Employer
(and nature of business):

Job Title: Dates:

Duties of the Post:

Previous Employer
(and nature of business):

Job Title: Dates:

Duties of the Post:

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17. **Personal Statement**

Please describe briefly those aspects of your present work which relate to the training requested.
How will the training help?
Are there other skills which the training should cover?

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18. **Undertaking**

I _____ *(name in CAPITALS)*

of _____ *(Country)* certify that the statements made by me in Part I of this form are true, complete, and correct to the best of my belief.

I also fully understand that if I am granted an award it may subsequently be withdrawn if I fail to make adequate progress, or for other sufficient cause determined by GIDD, my own, or the host Government. I undertake to return to my country after completion of the training programme.

Except as mentioned in 12 above, I confirm that I am in good health.

Signature: _____ Date: _____

# FORM GID/1 Part II

he Commonwealth Secretariat

GOVERNANCE & INSTITUTIOANL DEVELOPMENT DIVISION (GIDD)

# TRAINING REQUIREMENTS

To be completed by the employer.

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1. Name of Nominee _____

If others are nominated for this training please indicate their priority relative to the nominee.

| Higher Priority | Equal Priority | Lower Priority |
|---|---|---|
| 1. | 1. | 1. |
| 2. | 2. | 2. |
| 3. | 3. | 3. |

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2. **Training Needs**

Please indicate the subject, nature, and level of the training requested.

Why is this training required? (Please indicate relevance to national development.)

Describe any particular problems which the training is intended to help solve.

(Continue on a separate sheet if necessary)

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3. **Content & Objectives of the Training** Please specify in as much detail as possible:-

- why the nominee was selected.

- what post he/she will fill on return.

- the skills you wish him/her to acquire.

(Continue on a separate sheet if necessary)

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4. **Other Sources of Assistance or Sharing of Costs**

Are you requesting assistance from elsewhere? Give details. Yes/No*

If partial assistance were offered by GIDD, is your Government or any other source prepared to meet any part of the cost? Please give details. Yes/No*

**Complete either** Section A for formal courses,
**or** Section B - study visits for training attachments
**and** the section on Costs.

## A For formal courses

5. If you have a particular course in mind, please give:-
   - exact course title
   - institution & country
   - course start dates & duration (if known)

   Has an application been made by or on behalf of the nominee(s)? (If so, please give details and attach copies of any response, offer, or rejection. Yes/No

6. If you do not know of a particular course, please give (on a separate sheet) as much information as possible to assist in identifying a suitable programme; eg specific subject areas, specialisations, and possible countries or institutions.

## B Study Visits & Attachments

7. If you know of any suitable places for the visit or attachment, please give details, including the address of the host organisation, dates/duration, details of the required training, and copies of any relevant correspondence.

8. If no approach has been made, please give details of the visits/experiences to which the nominee(s) should be exposed, with details of their present and future work. Include details of industrial processes, machinery or equipment used.

   (Continue on a separate sheet.)

9. **Anticipated Cost of Training**
   **Please give anticipate costs for the training as shown below, indicating whether these are known, estimated, or unknown. (Please attach explanatory documents where appropriate.) Please note that the absence of this information may delay Processing.**
   - Travel
   - Fees
   - Subsistence Allowances
   - Other costs *(specify)*

10. **Please comment**, if appropriate, on any answers given by the nominee in Part 1.

11. I confirm that I believe all the statements in this form to be correct.

Signed: _____ Position: _____

Name: _____ Date: _____ Organisation: _____