

No.T-17014/11/2016-Trg(Misc)  
Government of India  
Ministry of Personnel, Public Grievances and Pensions  
Department of Personnel and Training  
[Training Division]

Block-4, Old JNU Campus  
New Mehrauli Road, New Delhi-67  
Dated – 28<sup>th</sup> October, 2016

To,

Chief Secretaries to all State/UTs  
(As per DoPT's standard list)

Sub: Management Development Programme on Development Leadership for the prospective District Collectors/District Magistrates.

Sir/Madam,

I am directed to state that The National Institute of Rural Development & Panchayati Raj,(NIRD&PR) Hyderabad is organizing a five day Management Development Programme on "Rural Development Leadership" to mentor the freshly posted District Collectors or prospective District Collectors who have been waiting for the assignment so as to enable/empower them for effective rural development in the district.

2. The duration of the programme is five days which will be conducted at NIRD&PR, Rajendranagar, Hyderabad on bi-monthly basis starting from December, 2016 with a batch of 25-30 officers. . In this connection, D.O. letter dated 10<sup>th</sup> October, 2016 from NIRD&PR, Hyderabad to Secretary, DoPT along with the details regarding the objectives and content of the programme, target group, venue etc. is enclosed.

3. It is requested to nominate the eligible officers for the above training in consultation with NIRD&PR as per the category specified in the training calendar and the nominations of officers may be sent directly to National Institute of Rural Development & Panchayati Raj, (NIRD&PR) Hyderabad.

Encl: As above.

Yours faithfully,



(Anil Tripathi)

o/c Under Secretary to the Government of India  
Tele No.011-26194167

Copy to:

- (i) Dr. W.R. Reddy, Director General, National Institute of Rural Development & Panchayati Raj, Rajendranagar, Hyderabad-500030 with reference to his D.O. letter No. NIRDPR/CHRD/GM/MDPLDC/2016, dated 10<sup>th</sup> October, 2016.
- (ii) Nic, Training Division for uploading the circular on DoPT website.



S No. (5) (R)  
R-1203193/16/suy(p)  
 17/10/16

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## राष्ट्रीय ग्रामीण विकास एवं पंचायती राज संस्थान

(ग्रामीण विकास मंत्रालय, भारत सरकार)

राजेन्द्रनगर, हैदराबाद - 500 030, तेलंगाना राज्य, भारत.

### NATIONAL INSTITUTE OF RURAL DEVELOPMENT & PANCHAYATI RAJ

(Ministry of Rural Development, Government of India)

Rajendranagar, Hyderabad- 500 030, Telangana State, India.

Tel (O) : 040-24008441, Fax : 040-24015277

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**डॉ. डब्लु.आर. रेड्डी, आई ए एस**  
 महानिदेशक

**Dr. W.R. Reddy, IAS**  
 Director General

No. NIRDPR/CHRD/GM/MDPLDC/2016

October 10, 2016

*Dear Sir,*

The District Collector/District Magistrate is a pivotal post for spearheading Rural Development Programs and taking up innovative interventions for addressing issues such as poverty, sanitation, unemployment, women empowerment, etc., in the district. When they are posted in a District, usually between 4 – 8 years of seniority level, except training during their probation at the Lal Bahadur Shastri National Academy of Administration (LBSNAA) at the time of their induction and gaining some insights into rural development issues while doing subdivision posting, no structured orientation is available on Rural Development issues before they take up this important assignment. The State also gets limited opportunity to mentor them towards cultivating the right attitude of empathy and sensitivity to the weaker sections. There are number of instances where the district assignment is treated as routine and not enough contribution is made by the youngsters at the district level. They also loose time in understanding the important flagship programs of Rural Development and other sectoral interventions before they get a grip on the things and show effective leadership for the district development.

It is, therefore, proposed to launch a five-day Management Development Program on Rural Development Leadership, to mentor the freshly posted District Collectors or prospective District Collectors who have been waiting for the assignment so as to enable/empower them for effective rural development in the district. Such orientation-cum-mentoring in the form of Management Development Programme in Rural Development Leadership is expected to give them an initial push so that they can take off with a right focus and thus provide an outstanding rural development leadership to achieve sustainable prosperity in the district.

*[Handwritten signatures and initials in blue ink]*

JS (JB)  
 21/10/16  
 JS (Academy)  
 20/10/2016  
 20/10/16  
 20/10/16

p.t.o.

<b>CRU (Training Division)</b>	
Diary No. ....	1203630
Date: .....	19/10/2016
By: .....	[Signature]
AS (Name)	(Signature)



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After a wide consultation with the practitioners / senior experts, a very comprehensive modular five day programme has been firmed up for this MDP. The MDP, with the best of resource persons both from the field and academic circles is proposed to be organised on a bi-monthly basis starting from December, 2016. It is proposed to run the programme with batch of 25-30 officers at NIRDPR. In order to impress the States for exposing their officers who are likely to be posted to the districts or just posted, instructions from Department of Personnel & Training will be very useful and therefore I request you to kindly issue appropriate instructions to the State Chief Secretaries in this regard. It may be desirable to make the MDP on Rural Development Leadership, a compulsory programme for all the prospective / freshly appointed District Collectors in all the States for accelerating the rural development and creating sustainable prosperity in the country.

I will be grateful for your kind intervention and necessary instructions to the State Chief Secretaries, at the earliest.

*With Regards,*

Yours sincerely,

*Champuly*  
(W.R. Reddy)

Shri Bhanu Pratap Sharma, IAS  
Secretary  
Department of Personnel & Training  
Government of India  
Room No. 112, North Block  
NEW DELHI - 110001

## LAUNCHING OF MANAGEMENT DEVELOPMENT PROGRAMME ON DEVELOPMENT LEADERSHIP FOR THE PROSPECTIVE DISTRICT COLLECTORS/DISTRICT MAGISTRATES

### The Need

The District Collector/District Magistrate (DM) is a pivotal post for spearheading various Rural Development programmes / initiatives / innovative interventions for addressing the poverty, sanitation, unemployment, women empowerment etc., in addition to their magisterial work. The Officers usually get posted to the districts as DM around 4 to 7 years seniority after they would have spent in the field as Sub Divisional Magistrate and other allied postings. After their Academy training, there is no opportunity to realign their perceptions/attitudes and enrich with possibilities of addressing various district level issues with special reference to rural development and poverty alleviation before they go to the district. It is also believed that 2 – 3 years of posting in the district as District Collector/Magistrate is very crucial/critical for the officer and his effective functioning to realise his full potential in various sectors.

Recent reports of various Committees commissioned to study the training at the LBASNAA pointed out that the rural development issues, and those specific to the various regions are not adequately covered at the Academy. There is a need to offer a training programme to the officers to (a) help realise their potential in the early phase of their career by addressing various social sector issues prevailing in the districts, and (b) fully equip them to connect with various supportive institutions like NIRD and similar agencies, where they can source solutions for their district specific problems or get quick studies done or formulating an innovative scheme to address the local specific problems.

### Learning Objectives

The course is designed to achieve the following objectives.

- Prime the officers for DM's position
- Prepare Disaster Management Plans for the district
- Gain insights into prioritising as well as strengthening the implementation of major rural and social development programmes with special emphasis on tribal areas development
- Introduce the officers to the latest developments in decentralized planning
- Introducing to the concept of project management including conceptualising, preparing Detailed Project Reports (DPRs), monitoring the projects, and evaluation of the projects

- importance of linking with local and national institutions like NIRD for helping find solutions to local problems
- Revisiting competency assessment with special focus on leadership, teamwork, ethics, decision making and communication
- Studying Best Practices in rural and social development

### Learning Outcomes

On successful completion of the programme, the officers will be able to:

- Prepared for Disaster Management Plans for the district
- Understanding of major rural and social development programmes with special emphasis on tribal areas development
- Will gain insight about latest developments in decentralized planning
- Understanding of project management
- Better networking
- Enhanced leadership skills
- Good awareness of Best Practices

### Pedagogy

Rich variety of pedagogy methods will be used for the programme. These include: lectures, case study discussions, small group work, exercises based on SJTs (special job tasks), videos, and games etc.

### Programme Duration

The duration of the programme is three/five days which will be conducted at NIRD & PR, Rajendranagar, Hyderabad.

### Programme Coverage

- 1) Understanding DM's Role
  - a. Dreaming to make big as DM
- 2) Rural and social development programmes
  - a. NREGS
  - b. National skill development programme
  - c. Panchayat Raj and *Gram Sabhas*

- d. Tribal development programmes
  - e. Education, mid-day meal and ICDS
  - f. CSR Programmes
  - g. Agriculture and horticulture programmes
    - Production
    - Aggregation, grading and storing
    - Value addition
    - Marketing
- 3) Planning and management
- a. Frameworks for prioritising programmes and projects
  - b. Disaster management plan
  - c. Decentralised planning
  - d. Project management
  - e. Convergence planning
- 4) IT Applications and e-Governance
- a. Grievances handling
  - b. Crime management
- 5) Networking with Institutes
- a. Understanding the importance of research and training for finding solutions to local problems
  - b. Identifying training needs and preparing training plans for various departments in the district
  - c. Networking with National institutes like NIRD, IGIDR, etc.
  - d. Networking with local institutes like SIRDs, universities, colleges, NGOs, etc.
- 6) Revisiting Competency Framework
- a. Assessing one's competencies like leadership, decision making, communication, ethics, teamwork, etc.
  - b. Assessing above competencies
  - c. Appreciating the importance of writing / documenting one's positive experience
- 7) Any other important issue.



**National Institute of Rural Development & Panchayati Raj**  
Hyderabad

**Management Development Programme on Development Leadership**

**PROGRAMME SCHEDULE**

Day	Session 1 10.00 Am -11.30 AM	Session 2 11.45 AM -1. 15 PM	Session 3 2. 15 PM -3.45 PM	Session 4 4.00 PM -5.30 PM
1	<b>Brief About the programme</b> <ul style="list-style-type: none"> <li>• Brief About the programme</li> <li>• Ice-breaking</li> <li>• Expectations and Experience sharing</li> </ul> Ground rules for the participants.	<b>Understanding of DM's role:</b> <ul style="list-style-type: none"> <li>- Roles and responsibilities of DM;</li> <li>- understanding of administrative system and its functioning style;</li> <li>- DM as a unique opportunity to facilitate the development of society;</li> <li>- characteristics of a successful District Collector</li> </ul>	<b>Rural Development Programmes-I</b> Salient features of flagship programmes on social sector development such as <ul style="list-style-type: none"> <li>- Universalization of Elementary Education;</li> <li>- National Rural Health Mission;</li> <li>- Swacch Bharat Mission;</li> <li>- ICDS and Mid-Day Meal,</li> <li>- Related state specific initiatives</li> </ul>	<b>Rural Development Programmes-II:</b> Salient features of flagship programmes on employment and skill development such as <ul style="list-style-type: none"> <li>- MGNREGA,</li> <li>- NRLM,</li> <li>- DDU-GKY,</li> <li>- PMGSY, IAY, NSAP, SAGY etc</li> </ul>
2	<b>Project Cycle-I</b> <ul style="list-style-type: none"> <li>- Concepts of project cycle, planning and</li> <li>- Management of development projects such as</li> <li>- Logical Framework Approach,</li> <li>- Frameworks for prioritizing programmes and projects, Disaster management plan.</li> </ul>	<b>Project Cycle-II</b> <ul style="list-style-type: none"> <li>- Project management,</li> <li>- convergence planning: the Key to Large,</li> <li>- Complex Projects Success (strategic planning tool)</li> </ul>	<b>IT applications and E-governance</b> <ul style="list-style-type: none"> <li>- Effectiveness of IT in rural development,</li> <li>- Existing Mobile based IT applications related to rural development,</li> <li>- use of software for effective services delivery,</li> <li>- grievances handling,</li> <li>- Use of Social Media and its management</li> </ul>	<b>Networking with Institutes/Agencies</b> <ul style="list-style-type: none"> <li>- Solutions to local problems by establishing networking with local institutions,</li> <li>- Training plans for various dept., Grow a professional network such as networking with national institutions like NIRD&amp;PR,IGIDR, with local institution- SIRD, universities, NGOs etc.,</li> <li>- Exposure of UN organizations work in the district and at national level ( UNDP,WHO, UNICEF)</li> </ul>
3	<b>Innovations, Development and administration of projects</b>	<b>Role perception</b> <ul style="list-style-type: none"> <li>- Concept of role perception,</li> <li>- self-assessment of attitude, leadership,</li> </ul>	<b>Soft Skills for Good Governance</b> <ul style="list-style-type: none"> <li>- Role of soft skills in good governance,</li> <li>- types of soft skills,</li> <li>- how to develop and retain your "dream team",</li> </ul>	

	<ul style="list-style-type: none"> <li>- Strategic planning for innovation of development projects:</li> <li>- Strategies for administering the innovation for development</li> </ul>	<ul style="list-style-type: none"> <li>- group behavior,</li> <li>- Decision-making,</li> <li>- Communication skill,</li> <li>- Teamwork (self-assessment tools).</li> </ul>	<ul style="list-style-type: none"> <li>- A team coaching approach to address weak links.,</li> <li>- time management, stress management,</li> <li>- Situational leadership: managing conflicts &amp; disagreement in teams and empirical studies of transformation.</li> </ul>	
4	<b>Day-IV FIELD VISIT</b> Hands on experience on innovative development practices			
5	<b>Re-imagine your leadership</b> Real world knowledge about the development, Leadership, types of leadership, skills for transformative leadership	<b>Decentralized Governance: Role of Panchayat</b> <ul style="list-style-type: none"> <li>- SPMRM ,</li> <li>- Panchayati Raj- constitutional provisions,</li> <li>- devolution of powers to Panchayat, Gram Panchayat Development Plan,</li> <li>- Capacity building of PRIs under RGPSA</li> </ul>	<b>Corruption, Risk, and Political Management</b> <ul style="list-style-type: none"> <li>- The risk management approach,</li> <li>- identifying corruption risks,</li> <li>- managing corruption risks,</li> <li>- internal audit,</li> <li>- How can managers show leadership in preventing corruption?</li> <li>- What is Political risk, Assessment of political risk: nation, state and district specific,</li> <li>- Three steps process to minimize political risks: Identify key political risks, measure their potential impact on performance, and determined the best methods to manage political risks</li> </ul>	<b>District vision document: with non-negotiable indicators</b> <ul style="list-style-type: none"> <li>- Developing nonnegotiable indicators at district level in alignment with sustainable development goals.</li> <li>- These indicators may cover health, education, drinking water, sanitation, housing, income, age at marriage, women representation in PRIs, etc</li> </ul>





**National Institute of Rural Development & Panchayati Raj**  
Hyderabad  
**Management Development Programme on Development Leadership**  
**Session Plan**

Day -I
<p><b>Session-1 Introduction</b></p> <ul style="list-style-type: none"> <li>• Brief About the programme</li> <li>• Ice-breaking</li> <li>• Expectations and Experience sharing</li> <li>• Ground rules for the participants.</li> </ul>
<p><b>Session-2: Understanding of DM's Role</b></p> <p><b>Objective:</b> To identify roles and responsibilities of District Magistrate for development administrations.</p> <p><b>Contents:</b> Roles and responsibilities of DM; understanding of administrative system and its functioning style; DM as a unique opportunity to facilitate the development of society; characteristics of a successful District Collector</p> <p><b>Method:</b> Lecture cum Discussion, case studies, video etc.</p> <p><b>Outcome:</b> At the end of the session participants will have better understanding about roles and responsibilities of DM and related aspects.</p>
<p><b>Session 3: Rural Development Programmes-I</b></p> <p><b>Objective:</b> To acquaint the participants with flagship programmes related to rural development with reference to social sector</p> <p><b>Contents:</b> Salient features of flagship programmes on social sector development such as Universalization of Elementary Education; National Rural Health Mission; Swacch Bharat Mission; ICDS and Mid-Day Meal, Related state specific initiatives.</p> <p><b>Method :</b> Lecture cum Discussion, group discussion, presentation, case studies</p> <p><b>Outcome:</b> At the end of the session participants will be able to understand the salient feature of different social sector programmes.</p>
<p><b>Session 4: Rural Development Programmes-II</b></p> <p><b>Objectives :</b> To acquaint the participants with flagship programmes related to rural development with reference to employment and skill development</p> <p><b>Content:</b> Salient features of flagship programmes on employment and skill development such as MGNREGA, NRLM, DDU-GKY, PMGSY, IAY, NSAP, SAGY etc.</p> <p><b>Method:</b> Lecture cum Discussion, group discussion, presentation, case studies</p> <p><b>Outcome:</b> At the end of the session participants will be able to understand the salient feature of different flagship programmes on employment and skill development.</p>

## DAY-II

**Session1. Project Cycle-I**

**Objective:** To orient the participants on the concepts of project cycle

**Content:** Concepts of project cycle, planning and implementation of development projects such as convergence planning: the Key to Large, Complex Projects Success (strategic planning tool), Logical Framework Approach, Frameworks for prioritizing programmes and projects, Disaster management plan.

**Method :** Lecture cum Discussion, case studies

**Outcome:** At the end of the session participants will be able to explain the project cycle.

**Session 2: Project Cycle -II**

**Objectives:** To orient the participants with the Project management, monitoring and evaluation.

**Content:** Project management, monitoring mechanism; Management Results Framework (MRF) of development: Input indicators, output indicators, outcome indicators, impact indicators, Management Information System (MIS); different approaches and methods

**Methods :** Lecture cum discussion, case studies

**Outcome:** At the end of the session participants will be able to understand the importance of Project monitoring and evaluation in Project management.

**Session 3: IT applications and E-governance**

**Objective:** To equip the participants with use of IT applications and E-governance in rural development

**Core Content :** Effectiveness of IT in rural development, Existing Mobile based IT applications related to rural development, use of software for effective services delivery, grievances handling, Use of Social Media and its management

**Method :** Lecture cum discussion , video, success stories, hands on experience

**Outcome:** Participants will have the knowledge on various IT applications useful for rural development.

**Session 4: Networking with Institutes/Agencies**

**Objective:** To make the participants aware about importance of establishing networking with institutes and agencies in the rural development

**Core Content :** Solutions to local problems by establishing networking with local institutions, Training plans for various dept., Grow a professional network such as networking with national institutions like NIRD&PR,IGIDR, with local institution- SIRD, universities, NGOs etc., Exposure of UN organizations work in the district and at national level ( UNDP,WHO, UNICEF),

**Method :** Lecture cum discussion , video, success stories, hands on experience

**Outcome:** Participants will have better understanding on the importance of establishing networking with institutes and agencies in the rural development.

Day –III

**Session 1: Innovations, Development and administration of projects**

**Objective:** To orient the participants on innovations of development projects and administration.

**Contents:** Strategic planning for innovation of development projects: strategies for administering the innovation for development

**Method:** Lecture cum discussion, Case studies

**Outcome:** At the end of the session participants will be able to recognize the need for innovative development and its administration.

**Session 2: Role perception**

**Objective:** To recognize the importance of role perception in delivering the services

**Contents:** Concept of role perception, self-assessment of attitude, leadership, group behavior, decision-making, communication skill, teamwork (self-assessment tools).

**Method:** Lecture cum discussion, individual exercise

**Outcome:** At the end of the session participants will be able to perceive importance of role perception in delivering the services.

**Session 3&4 : Soft Skills for Good Governance**

**Objective:** To identify and practice of soft skills for good governance.

**Contents:** Role of soft skills in good governance, types of soft skills, how to develop and retain your "dream team", a team coaching approach to address weak links., time management, stress management, situational leadership: managing conflicts & disagreement in teams and empirical studies of transformation.

**Method:** Lecture cum discussion, PPT, group exercise **Outcome:** At the end of the session participants will be able to identify and practice of soft skills for good governance

Day-IV FIELD VISIT

For hands on experience on innovative development practices

Day-V

**Session 1: Reimagine your leadership**

**Objective:** To enhance the leadership skills among the participants for development administration

**Contents:** Real world knowledge about the development, Leadership, types of leadership, skills for transformative leadership

**Method:** Lecture cum discussion, group exercise, case studies

**Outcome:** At the end of the session participants will be able to recognize and sharpen the leadership skills for transformative administration.

**Session 2: Decentralized Governance: Role of Panchayat**

**Objective:** To familiarize the participants about importance of decentralized Governance and role of panchayats

**Contents:** SPMRM, Panchayati Raj- constitutional provisions, devolution of powers to Panchayat, Gram Panchayat Development Plan, Capacity building of PRIs under RGPSA.

**Method:** Lecture cum discussion, group exercise, case studies

**Outcome:** At the end of the session participants will be able to understanding importance of decentralized Governance and role of panchayats

**Session 3: Corruption, Risk and Political Management**

**Objective:** To orient the participants with strategies to manage corruption risks and political risk effectively

**Contents:** The risk management approach, identifying corruption risks, managing corruption risks, internal audit, how can managers show leadership in preventing corruption? What is Political risk, Assessment of political risk: nation, state and district specific, Three steps process to minimize political risks: Identify key political risks, measure their potential impact on performance, and determined the best methods to manage political risks.

**Method:** Lecture cum discussion, group exercise, case studies

**Outcome:** At the end of the session participants will be acquaint with strategies of minimizing corruption and political risks.

**Session 4: District vision document: with non-negotiable indicators**

**Objective:** To develop district vision document with nonnegotiable indicators

**Contents:** Developing nonnegotiable indicators at district level in alignment with sustainable development goals. These indicators may cover health, education, drinking water, sanitation, housing, income, age at marriage, women representation in PRIs, etc.

**Method:** Group discussion

**Outcome:** At the end of this session participants will have nonnegotiable indicators for their districts.