

# **DHAN PANCHAYAT DEVELOPMENT FOUNDATION**



## **ANNUAL REPORT 2019**

# DHAN Panchayat Development Foundation

## Evolution, Perspective and Plan

### 1. BACKGROUND:

UNDP and other international organizations have mapped out that, improved local governance and decentralization is directly linked to MDG achievement. Democratic governance is central to the achievement of the MDGs, as it provides the 'enabling environment' for the realization of the MDGs and, in particular, the elimination of poverty. The concept of "Inclusive Growth" will not be achieved without ensuring free and fair local government institutions. Being the democracy and governance as crosscutting theme, it has high significance in triggering and sustaining development processes.

Some of the successful participatory governance models in the states of Kerala and West Bengal in India through local governance have aroused great expectations among development stakeholders all over the world. Recent days there is increase in voice for ensuring good governance, which has significance in triggering development. As we all know, democracy has more meaning when it built from grassroots. The concept of 'Direct democracy' through empowered participatory & deliberative governance is treated to be the basic right to the community. Good governance through direct democratic practices is seen as the foundation for sustained and equitable development. Building effective participation by the community, especially at local levels of government, has come to be viewed as a necessary condition for promoting good governance.

Local Governance is our heritage. Panchayats raj institutions in India have the history of more than 2000 years. From Vedic period – Saba / Smithy system onwards it has great significance in village administration. In the period of Vijayanagar kingdom, the introduction of "Maniyam" system for tax collection in village governance has led to centralization of power. Then, slowly our native knowledge in village governance started to deteriorate. In the initial phase of English government, some initiations were taken on revitalizing the local self-governance system. But, it doesn't allowed common people to participate. In the meantime, our father of nation, Gandhi was insisting the importance of local self-government throughout his life. But after independence, the concept of Panchayat raj institution (PRI) was given very less importance in the constitution. After a long struggle, in 1992, the rural local self-government was constitutionally approved by 73rd Amendment.

The 73<sup>rd</sup> constitutional amendment generated great expectations. It was considered as radical in nature, for it promised institutionalization of a third stratum of government at the local level. As the result of 73<sup>rd</sup> and 74<sup>th</sup> Amendment, now we have about 3.2 million representatives as people

leaders in grassroots' institutions. Almost 15 years have passed after the 73<sup>rd</sup> Amendment, but the challenges remain same. Still we have several grey areas to be addressed with the grassroots' democracy. Establishing institutions of self-government at state level have been, indeed far reaching. Present Panchayat system in vicious circle with series of limitations. Such as, lack of democratic practices in the field operations, poor participation in Gram Saba and other people's forum, poor status and contribution from weaker section and lack of self-sufficient mechanisms.

## **2. DHAN'S INITIATIVE**

DHAN which builds themes around people institutions for poverty reduction and sustainable development in a sub-sectorial perspective, found local governance as a critical area to enable community and mainstream development initiatives. Towards addressing the issues and building community centric Panchayat system, DHAN Foundation is initiated a project on working with Panchayats as its new theme. This theme is aiming at facilitating to promote Local management to meet the contemporary challenges.

### **2.1 Evolution of Panchayat Programme and DPDF:**

- 1997: Idea of promoting Panchayat theme in DHAN Foundation has got shaped during DHAN supported Tank rehabilitation work done in Puseri village of Ramand District. The village tank rehabilitation has been taken up jointly by the local farmer's association and Village Panchayat and the results are very positive. It has provided scope for convergence of local people institutions and Panchayats for synergistic development processes.
- 2003: After that, several rounds of discussion within DHAN was initiated. Think tank for shaping the programme was taken up. With the wider consultation and suggestions, the Working with Panchayats was launching as a programme of DHAN Foundation during Madurai Symposium – 1
- 2003: Phase 1: The programme has been piloted by initiation of 3 block level projects in Batlagundu, Kadamalai and Alanganallur areas. In each of these blocks 5 village Panchayats have been taken up for experimentation.

As part of programme implementation, following activities were taken up in the field locations (IMFACTS):

- o Institution Building : Integration of Functional Groups and village level Village Development Forums and Panchayat Development Forums
- o Micro planning : Participatory, Strategic, 5 years
- o Poverty reduction : Micro Justice, Entitlements
- o Advancing Democracy : Social Audit, Panchayat Parliament, Referendum, etc.,
- o Capacity development : Leaders, Citizens and Functionaries
- o Transparency : RTI, Citizen Charters, Panchayat Policies
- o Self-sustainability : Assets creation, Common Service Centres

- **2005: Phase 2:** As part of Post Tsunami Rehabilitation programme, the Panchayat theme was expanded to the locations in Coastal context namely, Cuddalore and Nagapattinam to demonstrate the relevance of disaster preparedness and Panchayats
  - **2006:** Panchayat programme was promoted a center called, C – PAD (Center for Panchayats development and Advancing Democracy) mainly to provide large scale capacity building, taking up research projects and launch of distance education programmes. During this period, Panchayat theme has taken up research projects with RGNIYD, NIRD and provided training to panchayat presidents with the support of Tamilnadu Rural Development Department and conducted one-year distance education programme on Diploma in Panchayat Management jointly with DHAN People Academy.
  - **2009:** Programme has started working with select wards of Madurai Corporation, Launch of Panchayat Movement to connect all the Panchayat presidents and make it as a people's movement, Also, the programme has launched monthly newsletter for sharing knowledge on democracy and Panchayat system through “Panchayat Thoodhu” Newsletter
  - **2012: Phase 3:** Panchayat programme has got financial support from European Union to work with all Women led Village Panchayats in five districts of Tamilnadu. With this support, DHAN could expand its Panchayat related activities to 660 Village Panchayats during 2012 to 2015
  - **2015: Phase 4:** In the fourth Phase, this programme has got another funding option from United Nations Democracy Fund and could able to expand its activities to other states including PESA areas. Select blocks in MP, Rajasthan, Odisha and Karnataka the programme was piloted mainly to streamline citizen rights and participation with the Panchayat system.
- Also, Panchayat Programme could work with Hunger Project on Building Voters awareness and responsible elections in select districts of Tamilnadu during the project period.
- **2016: Phase 5:** The 15 years of Panchayat programme experience has given confidence and scope for scale – up the initiatives across various states. To support the cause, exclusive institution on Panchayat Development was promoted.

So far Panchayat programme is working in five backward districts of Tamilnadu (Namely, Cuddalore, Dindigul, Madurai, Nagapattinam and Theni). One block each in Karnataka, Odisha, MP and Rajasthan. Over the years Panchayat theme could able to expand with the support of EU funding and UNDEF project support.

| No | Land Classification | Characteristics          | Experimenting locations    |
|----|---------------------|--------------------------|----------------------------|
| 1. | Kurinjì             | Tribal                   | Koraput, Ratlam & Banswara |
| 2. | Mullai              | Forest and Garden region | Dindigul, Theni            |
| 3. | Marutham            | Wet land & Valley region | Madurai, Mysore            |
| 4. | Neidhal             | Coastal region           | Cuddalore & Nagai          |
| 5  | Nagaram             | Urban region             | Madurai corporation        |

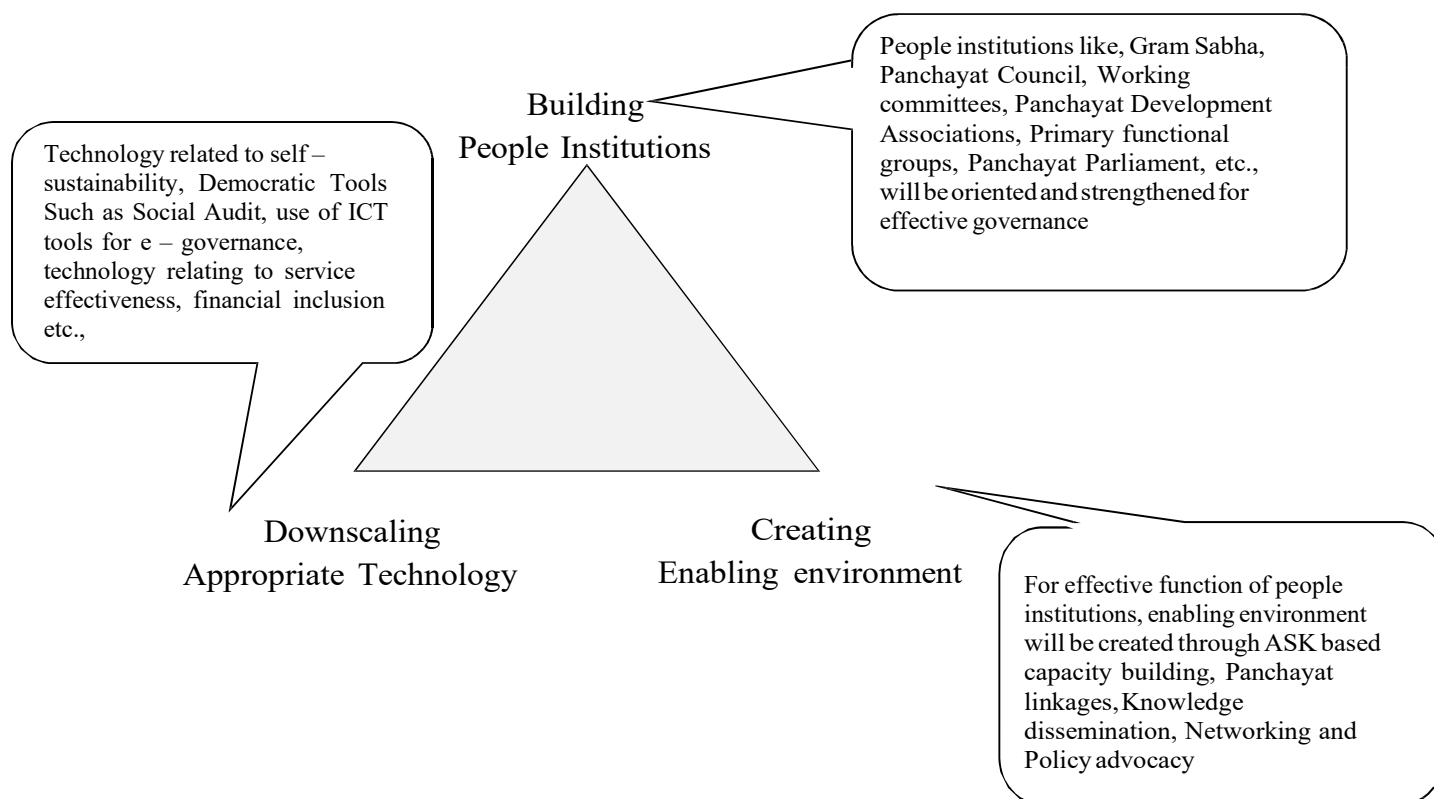
|   |                                                                                                                                                                                                                                                                            |
|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6 | In addition to field locations, a central resource center called, C-PAD (Center for Panchayats & Advancing Democracy) & Panchayat Movement are also part of theme for enabling leadership capacities, thematic research, knowledge sharing, policy advocacy and networking |
|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Table 1: Location stratification

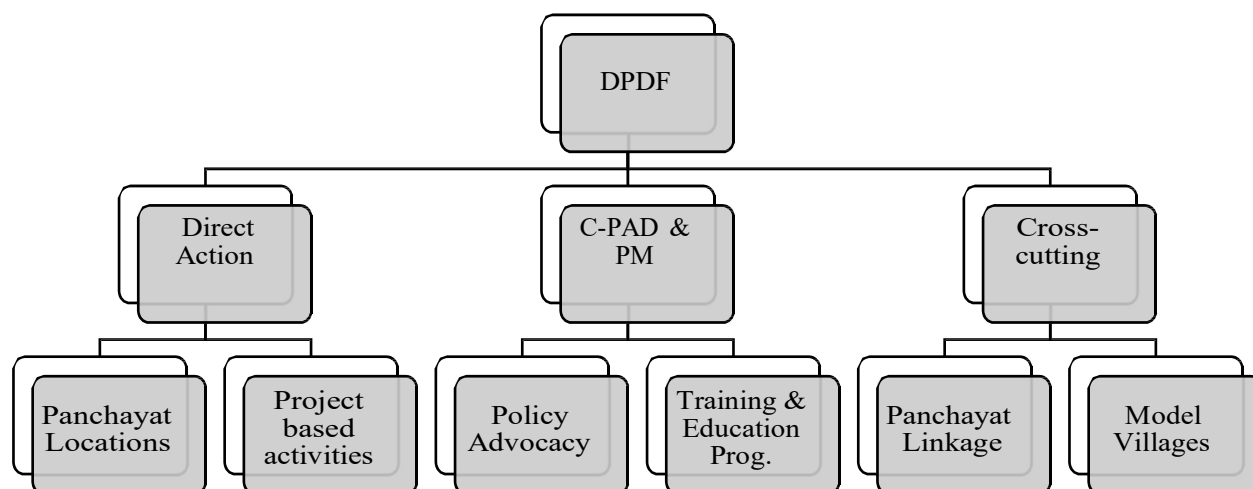
### 3. OBJECTIVES OF DHAN PANCHAYAT DEVELOPMENT FOUNDATION:

- To Advance Direct Democracy and Good Governance for Poverty Reduction
- To Integrate DHAN's PIs with local governance system for leverage and access entitlements
- To Create Space in PRI for graduation of Community leaders
- To link traditional governance systems with formal Panchayat institutions

### 4. PROGRAM INTERMEDIATION DESIGN:



## 5. THREE-FOLD APPROACH



## 6. PEOPLE INSTITUTION MODEL IN DPDF

### 6.1 Design of Institution building:

Nested structure for enabling democracy:

- ✓ **Primary structure: Groups for Democratic Governance.**  
It consists of Functional groups (MF groups, farmers groups, youth groups and other purpose based groups) at hamlet level. These groups will undergo organized educative programme on democratic governance and will be quality checked for integration.
- ✓ **Secondary structure: AID – Association for Inclusive Democracy**  
It is hamlet level structure. Nested institution of GDGs. (similar to cluster concept of KCBP) It will act as hamlet level governance development forum. It will have executive committee for its day to day operations.
- ✓ **Tertiary structure: FID – Federation for Inclusive Democracy**  
It is Village Panchayat level federated structure. Being the village Panchayat is separate and independent governance unit, this federation will work in parallel with village Panchayat governance. It will consist of FDFs & GDGs. This will be having executive committee for its day to day operations. Based on the viability, this FeDG may go for registration as trust or any other institutional model.
- ✓ **Network structure: NFID – Network of Federations for Inclusive Democracy**

This network will be coordinated by Panchayat movement. All FeDG will be the members in the NFeDG. Prime purpose of this network will be around policy advocacy and knowledge sharing among its members.

Programme components of Working with Panchayats theme has evolved 3 times in the past years. In the initial days of programme, five components have given focus namely, Institution Building, Micro plan, Development projects, Capacity building & Self sustainability.

- ✓ After 3 year of experimentation, based the field observation and need of macro environment, the programme components have been revised. In the second phase, 3 new components have incorporated along with merger of micro planning with development projects.
- ✓ The second phase programme components (IMPACTS) are: Institution Building, Micro plan and Implementation Poorest of Poor, Advocacy, Capacity building, Transparency and Self sustainability.
- ✓ From fifth year on wards, some more programme activities are added and got tested in the field conditions. Such as, MDG based development Goals, Micro finance for enabling governance, Social security, Panchayat Movement, Right to work (NREGP)

After considerable discussion and demonstration, presently we have evolved and finalized programme components for Panchayat theme with phase wise focus as given below.

| I Phase (1-3 Years)                                                                                                                                                                                       | II Phase (4-6 Years)                                                                                                    | III Phase (>6 years)                                                                                                                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>✓ Institution Building</li> <li>✓ Capacity building</li> <li>✓ Financial inclusion</li> <li>✓ Transparency</li> <li>✓ Poorest of poor</li> <li>✓ Gender</li> </ul> | <ul style="list-style-type: none"> <li>✓ Micro plan and Implementation</li> <li>✓ MDG based special projects</li> </ul> | <ul style="list-style-type: none"> <li>✓ Initiatives for self sufficiency of Panchayats</li> <li>✓ Disaster Risk reduction</li> </ul> |

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 Programme Components and its logical framework
 

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| No | Component                                   | Objective                                                                                                                                | Purpose                                                                                                                                                                                                                                                                                                                  | Primary Activities                                                                                                                                                                                                                                                                                                                        |
|----|---------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Institution Building                        | To strengthen Gram Saba & Panchayat Council through primary functional groups and village level Traditional systems                      | It is the fundamental component to organize community, test democratic practices and inculcating good governance                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>• Promoting functional groups, Hamlet wise village development forums</li> <li>• Strengthening and guiding Working Committees</li> <li>• Integrating all People Institutions with Panchayat system</li> <li>• Experimenting novel practices: Panchayat Parliament, Baler Panchayat, etc</li> </ul> |
| 2  | Multiyear micro planning and Implementation | To habituate the Panchayats towards preparing and implementing their own micro plan every year                                           | Planning by the people is mandate for ethical democratic system. This component will aim for developing and mainstreaming the people's plan with government institutions. Also this component will address the process of implementation                                                                                 | <ul style="list-style-type: none"> <li>• Facilitating preparation of micro planning for Panchayat Development by the community in the first quarter of every year</li> <li>• Delegating responsibilities to the working committees for plan execution</li> </ul>                                                                          |
| 3  | Policy advocacy                             | To sharing and advocate on the issues related to PRI performance to the mainstream institution towards creating facilitative environment | Advocating for positive changes in the policies based on the grassroots realities is critical element to strengthen the local governance. This component will be working for that purpose, by consolidating the voices of Panchayat representatives, community and other stakeholders and posting it in the right forum. | <ul style="list-style-type: none"> <li>• Promoting PR Rep. Network at Block, District level</li> <li>• Conducting regular Policy Seminars and Workshops</li> <li>• Publishing Documents, News letter and Research papers to the sector</li> <li>• Providing Techno – Legal Consultation at state level</li> </ul>                         |

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|---|----------------------------|------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4 | Addressing poverty         | To enable the leadership among Poor, and to facilitate for creating pro poor governance at grassroots level            | Poverty reduction is the core purpose and mission of DHAN. It is globally proved and accepted phenomena that, Good governance will trigger poverty reduction. The theme is working on the same line towards bringing pro – poor governance at grassroots level                                                    | <ul style="list-style-type: none"> <li>✓ Ensuring genuine BPL at Panchayat level with Community</li> <li>✓ Training on special Development schemes to the Poor</li> <li>✓ Facilitating for livelihood support through Panchayats</li> </ul>                                                                                                                                                |
| 5 | Capacity Building          | Inculcating the concepts and principles of local governance and Democracy to the stakeholders with right A S K aspects | Capacity building is crosscutting component to all other project components works for sensitization, orientation and developing right attitude and skill relating to Panchayat governance.                                                                                                                        | <ul style="list-style-type: none"> <li>✓ Training to Panchayat representatives</li> <li>✓ Orienting Community on PRI &amp; Democracy through</li> <li>✓ Voters training, Citizen rights and Development schemes</li> <li>✓ Organizing periodical workshops, Exposure visits to all the stakeholders</li> <li>✓ Professional training to Govt. officials, NGOs based on the need</li> </ul> |
| 6 | Transparency in governance | Setting up of mechanisms to make the Panchayat system accountable to community                                         | The basic purpose of democracy lies in the structure and procedures of citizen access with the governing system. Transparency is not just sharing of information. It is about right of the demand system and duty of supply system. With this component transparency in Panchayat governance is getting addressed | <ul style="list-style-type: none"> <li>✓ Performing Social Audit: Disclosure of accounts in Gram Saba</li> <li>✓ Initiating e – Panchayats for open administrative system</li> </ul>                                                                                                                                                                                                       |

|   |                            |                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                   |
|---|----------------------------|------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7 | Self sufficiency           | Creation of assets and income sources for Panchayats                                           | The Panchayat system will be more viable and useful if it does what it wants. Financial freedom is the basic ingredient for becoming local SELF government. But most of the Panchayats are surviving only on state / central govt. grants and development schemes. With this component we are trying to attempt conscious attempt on investments for increasing Panchayat own income. | <ul style="list-style-type: none"> <li>• Making Investments on tree plantations &amp; Livestock leasing</li> <li>• Investing in revolving fund – mainly to create corpus fund at Panchayat level</li> </ul>                                                                       |
| 8 | Financial Inclusion        | Ensuring access of savings, credit and insurance services to poor through Panchayat governance | Left out poor are not able access financial services and the Panchayats, as a closely working governance structure is not having any stake on ensuring such provisions. This component will enable the Panchayat system to work for ensuring financial services to poor in cooperation with local NGOs and Banks.                                                                     | <ul style="list-style-type: none"> <li>• Promotion of SHGs for poor</li> <li>• Ensuring opening of bank a/c in local bank</li> <li>• Monitoring of fund flow in existing SHGs</li> <li>• Collaboration with local NGOs and Banks to ensure adequate financial services</li> </ul> |
| 9 | SDG based special projects | To localize SDG at Panchayat level and ensure its achievement at grassroots level              | SDGs are highly relevant to Panchayat governance. By taking focused goals the Panchayat can ensure wellbeing and development of local community                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>• Projects related with</li> <li>• Eradicating poverty</li> <li>• Environment security</li> <li>• Health &amp; education attainments</li> <li>• Social security initiatives</li> </ul>                                                     |

## **Note on Panchayat Linkage For People Institutions**

### **Introduction**

Now a days Building people's institutions (PI) are highly focused by all the development stakeholders to impact development initiatives and to make significance in development processes. So, the role of stakeholders in building strong people institutions is crucial and it has to be rightly envisaged in all its practices. Nurturing of people's institution is an art. Graduating them in to next levels and ensuring its presence in the social sphere need to be ensured. In this connection, many factors are contributing for the stabilization and sustainability of the people institutions; of which mainstreaming the people institutions with the Govt. institutions is an unavoidable activity through which, the growth path of PIs gets legitimate assurance to occupy the space in society.

We all aware Bank Linkage process followed in Kalanjiam SHGs & Vayalagam – MFGs institutions. It is felt as an important event to gain financial security. While the SHGs are linked with mainstream financial institutions, it gets financial stability and permanent source for fund flow. More over, beyond the financial services, it also helps to build the capacity of the people to avail and access banking services, wider external contacts, improvement in public communication, skills relating to financial management, etc.

But money alone will not bring the positive change. It needs multiple linkages with several other social institutions. The People Institutions promoted by poor and vulnerable community should make linkages with other type of institutions which are directly servicing for the development of the poor. In this connection, local self government institutions (Both rural local bodies and urban local bodies) have better space for getting linkage with our people institutions. The scope and idea were shared here for further action and reflections.

### **Local Self Government Institutions :**

Local self governments institutions are constitutionally mandated institutions which operate at grassroots level. Local self governments are considered to be the third level of Indian Govt. which operates below the District level in both the context of rural as well as urban. The urban local body provides comparatively limited space for the common people and people institutions to play their role where as in the rural local bodies the space for people and people institutions are enormous. The rural local bodies are operating at three tiers viz district level: District Panchayat, block level: Union Panchayat, and village level: Village Panchayat. These entire three tiers are governed by people representatives selected from election at regular intervals. Each one has its own roles and functions. The villages Panchayats have the role of looking after the village affairs so as to manage the village administration, implementing development schemes proposed by government, and ensure the basic facilities of the villages. The block Panchayats are taking care of development activities at block level. Their focus is mainly on promotion of infrastructure,

looking after the health and education activities and all other extension services covering more than one Panchayats;. The District Panchayat is having role in approve the District Development plan and any special project pertaining to more than on block for the District.

### **Need of People Institutions to link with Panchayat Institutions:**

The people institutions are non – governmental and informal in nature and meant for the development of the poor and vulnerable sections where as the Panchayat institutions are formal institutions governed by the people representatives meant for administering the Panchayat affairs and ensuring the basic facilities of the whole village community. Since Panchayats are formal - constitutional institutions, nearest institutions available for the access of the local community; they have mandatory role to play and take decision for the betterment of the community. So, both the institutions are catering for the betterment of the society. It is needless to say that both the institutions will get strength and synergy while both are work together. Especially the people institutions are getting more strength while having institutional linkage with the Panchayat institutions. Now a day, thrust from government side is getting increased to make linkages in-between SHGs and Panchayat administrations to take active part in Panchayat development interventions. While the SHGs are taking active part in all the Panchayat activities, it is obvious that, the quality of the outputs will be enormous. So, both the institutions are naturally getting strength while the people institutions are linked with formal institution of Panchayats

### **Potential Area for Linkages**

DHAN/ People institutions have potential to make linkages with both Nagar Panchayats and Rural Panchayats. The major area of linkage in both the case can be highlighted here.

#### **1.1 Linkages with Nagar Panchayat (Urban Local Bodies)**

The Panchayat administration at Town Panchayats, Municipalities and corporation are called as Nagar raj or urban local bodies. Here, ward-wise members are elected by the people and the members are electing the presidents and form the Governances (it is noted that, these institutions are in most cases, Political party based). The state Government deutes the officers for executing the decision taken by the Governance. The council has major role in ensuring the basic facilities to the urban people. So, most of the Nagar Panchayats are focusing mainly on civic activities. The cluster Development Associations in the urban locations have possibilities to link with the town Panchayat, Municipality and the ward council of the corporations to same extend to ensure the facilities to the habitats of the members – and for implementing development program.

#### **1.2 Linkages with Rural Panchayat systems:**

As we already explained the rural Panchayat are operating at three levels viz. villages, Block, District. Dhan People's institutions are also operating at three tiers. Here the potential area of linkage for at each level is highlighted.

| <b>People institution</b> | <b>Potential Panchayat institution</b> | <b>Linkage activities</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.Groups                  | Village Panchayats                     | <ul style="list-style-type: none"> <li>▪ Participating in all Gramasabha meetings and share their views, issues as resolutions. Group members can also audit the performance of govt. schemes in this forum.</li> <li>▪ Active participation in Preparation of Multiyear Micro plan, for development of their respective village.</li> <li>▪ In all Panchayat level working committees, their existence of space for SHG member to take part, initiatives can be made for asking role in the working committee and performing (Especially in Development committee, Works committee, Agri &amp; Watershed development committee and Education committee)</li> <li>▪ Taking responsibility of maintaining the sanitary complex, SHG building, Community hall and other common infrastructure</li> <li>▪ Helping and providing people contribution for leveraging special projects like swajaldhara.</li> </ul> |
| 2.Clusters/<br>cascade    | Village Panchayats                     | <ul style="list-style-type: none"> <li>▪ Conducting steering committee meeting with relevant Panchayats once in a quarter</li> <li>▪ Inviting the presidents to the cluster level functions</li> <li>▪ Jointly undertaking development programs. with Panchayats (Ex: implementing NREGA, Vazndhukattuvom)</li> <li>▪ Helping to Panchayats in refinement of BPL lists</li> <li>▪ Undertaking physical works directly by the CDA without contractors</li> <li>▪ Facilitating the usufruct rights while undertaking the renovation work in village tanks</li> <li>▪ Helping the Panchayats in evicting the encroachments</li> <li>▪ Helping the Panchayats in implementing welfare programs by way of identifying the eligible members</li> </ul>                                                                                                                                                              |
| 3.Federations             | Block Panchayats                       | <ul style="list-style-type: none"> <li>▪ Bringing the block level issues to the notice of block Panchayats for addressing the same</li> <li>▪ Keeping touch with block Panchayats and sharing information about the performance of the federation</li> <li>▪ Inviting chairperson/ BDO's for federation level functions and building the contact</li> <li>▪ Collaborating with Block Development offices on implementing Development programs</li> <li>▪ Taking the technical support from BDO for implementing tanks programs</li> </ul>                                                                                                                                                                                                                                                                                                                                                                     |

## 2. Facilitation of Panchayat Linkage

There are vast scopes for the people institutions to link with Panchayat institutions. Panchayat linkages are also very much important to the people institutions which give legitimacy and enough space in the formal systems. So, the professionals need to look in to this area to strengthen the performance of People institutions. The Panchayat linkages are possible to the people institutions when the professionals give due importance for linkages. So, the facilitator's role in Panchayat linkage is more crucial

### 2.1 Mapping the role of facilitators:

| S. No | Linkage with                     | Facilitator                            | Role of facilitator                                                                                                                                                                                                                                                                 |
|-------|----------------------------------|----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1     | Group with Panchayat             | Cluster Associate                      | <ul style="list-style-type: none"><li>✓ Keeping touch with Panchayat council</li><li>✓ Information sharing</li><li>✓ Facilitating the groups for active participation</li><li>✓ Organizing joint events</li></ul>                                                                   |
| 2     | Cluster with Panchayats          | Cluster Associates & Project Executive | <ul style="list-style-type: none"><li>✓ Conducting Panchayat steering committee meeting</li><li>✓ Support in conducting Gramasabha</li><li>✓ Support in organizing Panchayat events</li><li>✓ Support in refining the BPL list</li><li>✓ Introducing good admin practices</li></ul> |
| 3     | Federation with Block Panchayats | Project Executive                      | <ul style="list-style-type: none"><li>✓ Organizing Block level events</li><li>✓ Keeping touch with Block level officials</li><li>✓ Joint event organizing</li><li>✓ Progress sharing with BDO</li></ul>                                                                             |

Here, to link the CDAs with the Nagar Panchayat and Rural Panchayat institutions, the federation has role to facilitate whole process. Though the ward members and council's members are elected through party based in the Nagar Panchayats, our People Institution's constant touch and matured way of approach will pave the way for healthy institutional linkages.

### 2.2 Process Steps for operationalization:

To link with Nagar Panchayats and Rural Panchayat, the federations at urban locations and the rural locations can facilitate the CDAs to follow.

#### Step 1: Introduction

- ✓ Visit to Panchayat office directly; build rapport with respective elected representatives through introducing yourself, about the activities and about your team.
- ✓ Inviting the elected representatives to your office and honoring
- ✓ Inviting for any event and honoring
- ✓ Sending the CDA leaders to the council and share our initiatives
- ✓ Give orientation to your Associates and facilitate them to keep contact with Panchayat institution

## **Step 2: Participation**

- ✓ Take active participation in the ward meeting
- ✓ Take part in Planning process
- ✓ Taking the area issues to the councils' knowledge
- ✓ Helping in tax collection and in other contributions
- ✓ Regularly attending the Gramasabha meetings
- ✓ Taking active role in program implementation

## **Step 3: Taking responsibility**

- ✓ Take part in the working committee
- ✓ Taking role in implementing development works
- ✓ Local arrangements for maintaining the street lights, water tap, drainages and sanitary complex
- ✓ Identifying families for development program / welfare programs
- ✓ Identifying and encouraging right persons for the post of ward member and president, in the time of election

## **Step 4: Institutionalization**

- ✓ The relationship should be strengthen by way of mutual support and respect
- ✓ The elected representatives can be oriented on Development perspectives
- ✓ Institutional relationship should be strengthened through mutual sharing of information and jointly taking responsibilities in common activities
- ✓ Formalizing the joint events and programs

## **3. Potential People Institutions for Panchayat Linkages:**

All locations having above 4 years of existence can be the eligible locations for linking with Local bodies. In the graduation path of People institutions, the fourth generation envisages for undertaking and instituting the civic programs. So, all the four year old locations can take steps for linking with Panchayats. At the same time, the new locations can also keep touch with the Panchayats institution mainly to build relationship and getting support from them on the needy time.

## **4. Conclusion:**

It is needless to say the importance of the people institutions to link with the mainstream institutions like Panchayat Institutions. When the people institutions linked with financial Institution it get financial stability and when it is linked with the Panchayat institutions it gets space in the social sphere and in governance system. This will lead for getting legitimacy to the people institutions, which consisting of poorest of the poor and the vulnerable section of the society. So, the development professionals can give due importance for making the people institutions linking with the institutions of local self-government.