



Seminar on “Participatory local governance for effective panchayat management”

Bengaluru Symposium 2022



**DHAN Foundation
DHAN Panchayat Development Foundation
Madurai**



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Introduction

DHAN Foundation as a development institution has been organizing Biennial Symposium on topical interests for the past 18 years with the participation of all stakeholders engaged in the process of community development. Our Bangalore Symposium on “Community Swaraj” is now scheduled from June 29- 30, 2022.

DHAN Panchayat Development Foundation is mainly working with the purpose of Advance Direct Democracy and Good Governance for Poverty Reduction through Panchayat Raj Institutions and Integrate Community level, People Institutions (SHGs, Farmers Groups, Youth Association, etc.,) with local governance system for leverage and access entitlements and Creating Space in PRI for graduation of Community leaders in political sphere and linking traditional governance systems with formal Panchayat institutions for synergy.

DHAN Foundation has demonstrated successful models of community governance more than two decades. Its significance contribution in terms of Building effective participation by the community, especially at local levels of governance is widely appreciated.

As a part of Symposium, DHAN Panchayat Development Foundation would like to conduct seminar on with the theme of “Participatory local governance for effective panchayat management” on 30 June 2022.

Panchayat raj system came into force on 24th April 1993. It was meant to provide Constitutional sanction to establish “democracy at the grassroots level as it is at the State level or National level”. The Gram Sabha has been envisaged as the foundation of the Panchayati Raj system.

There are three tiers of Panchayats at village (Gram Panchayat - GP), intermediate (Panchayat Samiti - PS) and district (Zilla Parishad - ZP) levels. The states having population not exceeding 2 million have not constituted the Panchayat at intermediate level. The panchayat secretary is appointed for a Village or a group of Villages and he performs all the duties prescribed in Karnataka Land Revenue Act, 1964. He has to keep

all such registers and other records as are prescribed by Government. The panchayat secretary has to do the role of play and is responsible for all matters of Revenue administration at this level and He collects revenue, makes crop entries, draws reports, issues notices and carries out functions that his superiors direct him to perform.

Participation means direct involvement of all those people in the decision-making process which is likely to affect their lives. The way participation is defined largely depends upon the context and background in which participation is applied.

There are many components that are involved in development like money, material, resources, technology, human etc. Of all the social factors, human factors are the crucial elements. People are the pivot around whom the entire development processes are supposed to revolve.” Participation is classification of following different type

Participation by information - a unilateral means of providing information to people without their response. Participation in information giving - people not participate in process of decisions but are encouraged to share their views.

Consultation - People participate by being consulted - The programmes and plans are subject to modifications based on response and input from people. However, same is non-obligatory.

Joint Planning - people participate in joint planning, analysis and formulations of new methods. Local groups control local decisions and hence have stake in maintaining structures and practices.

Decision making - when consensus is acted upon through collective decision, this marks the initiatives of shared responsibilities for outcomes that may result.

Empowerment - The ultimate objective of participation wherein the local community has the right and capability to have a say in decision concerning their lives.

Good governance: Grassroots Democracy and Good governance have direct impact over development. 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.

“Governance” means: the process of decision-making and the process by which decisions are implemented (or not implemented). An analysis of governance focuses on the formal and informal actors involved in decision-making and implementing the decisions made and the formal and informal structures that have been set in place to arrive at and implement the decision.

Government is one of the actors in governance. Other actors are including influential land lords, Associations of farmers, SHGs, SHGs Federation, FPOs, Cooperatives, NGOs, Research institutes, religious leaders, Finance institutions political parties, the military etc.

It is having characteristics. participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision- making.

Objectives

- 1) To understand the characteristics of Participatory local governance and democracy tools. .
- 2) To find out the gaps in achieving the desirable panchayat involving community participation
- 3) To find out the mechanism for collaborative areas to be followed with people institutions and Panchayat institutions.
- 4) To find out the steps and process for effective management practices in the panchayat involving the local community.
- 5) To come out with declarations of people organization, NGOs, and govt for effective panchayat management.

Keynote Address

**Mrs. N. Shanthi Maduresan, Programme Leader,
DHAN Foundation**

I am very happy to be here with this seminar.

DHAN Foundation has demonstrated successful models of community governance more than two decades. Its significance contribution in terms of Building effective participation by the community, especially at local levels of governance is widely appreciated.

DHAN Panchayat Development Foundation is mainly working with the purpose of Advance Direct Democracy and Good Governance for Poverty Reduction through Panchayat Raj Institutions and Integrate Community level, People Institutions (SHGs, Farmers Groups, Youth Association, etc.,) with local governance system for leverage and access entitlements and Creating Space in PRI for graduation of Community leaders in political sphere and linking traditional governance systems with formal Panchayat institutions for synergy .

It has experimenting panchayat Governance tools like Gramashabha, Microplanning, Social audit, Right to information Act, Referendum, voting rights, enabling 650 women presidents to perform their role with the confident and more than 2500 people are undergone diploma in panchayat management and got certificate. DHAN Foundation coming out with booklet of Tamil Nādu Panchayat manual and is available in all the govt office.

DHAN is working with UNDEF (united nation democratic fund) EU (European Union), and hunger project for panchayat development. Now we work with 1.25 lakhs families in 97 panchayats, 62 locations in 6 states. We focused on participatory governance and experimenting democracy tools and making as a advanced panchayat to implement development activities to achieve the sustainable development goal. At present many of the panchayats presidents are coming forward

positively to provide infrastructure for development initiatives like greening panchayat, virtual wellness centres, E service centres, skill building centre , evening tuition centres.

DHAN foundation is working with 70000 groups with the membership of 25 lakhs . and many of DHAN programmes are convert as a movement. Kalajiam, Vayalagam and neithal Movement. And people institutions are in advanced stage and focused on people leaders development board and people judicial development board and people staff development board for ensuring for participatory gross roots democracy and building a value based society.

At present 261 203 panchayats are existing In india. In the state of Karnataka 30 zilla panchayats, 176 taluk panchayats and 5659 village panchayats are there. 50 % of women are elected as a president.

The size of each gram panchayat is big when compared to other states. On an average in each panchayat around 5000 to 10,000 is the population size which is available. In the taluk panchayat also, the average population is around 1.5 lakh to 2 lakh.

In Karnataka 10000 groups are there. Around 500 groups are Male farmers groups. So among 10000 groups there are 5000 people leaders are existing at hamlet level and 8760 people leaders at panchayat levels and 465 people leaders existing at block level . these leaders are taking leadership and responsibility for the people institution to enhance their livelihoods. so they sift their leadership position gradually from family to village, panchayat, and block level. This will be the appreciable and good development in people institutions. And it will be a good opportunity to get good space in formal link with panchayat.

At present in Karnataka state , tumkur, Ramanagaram , Mysore ,district people federation are adopting 9 panchayats and want to make it as a advancing panchayat. So there special appreciation for the selected panchayat presidents as well as people federation. like madhugiri , korategiri, kudur, bannur, Nanjangud , Ramnagara and kanagapura . for ensuring participatory governance, the policy seminar and workshop will be conducted in future for all the selected panchayat and soon these people institution will be initiated the network institutionat block and

district level. This will lead the people will have more awareness on panchayat concept and having vibrancy in gram Shaba and expression of democracy in all the panchayat .

At present govt is working with SHGs in every state through shreesakthi in Karnataka, valunthukattuvoum in tamil Nadu, Jeevika programme in Bihar , MOVIM in Maharashtra etc. So SHGs federation will part of it and enough space is available for leaders to become a member in Panchayat working committee or enormous possibility of becoming president at the panchayat.

Govt is allocating funds through central govt schemes and state government schemes, MLA and MP fund for the development of Panchayat. and MGNREGA programme also route through panchayat. So, it has to be received properly utilised properly . so that all the people leaders have to aware all those panchayat related aspects. So every leaders have to equip yourself through training. DPDF is willing to provide training. we will demonstrate and educate you regarding social audit, participating gram Shaba, Microplanning, RTI and referendum. We also did many MOU between Panchayat and People institution for the development of community by using common infrasture.

So the people institutions have good opportunity to participate in the need assessment in Micro planning at panchayat to ensure the democracy.

Grassroots Democracy and Good governance have direct impact over development. 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. Let us all together joined our hands for ensuring the panchayat to become model/advancing panchayat and adhere the norm of panchayats. Let us all work together with different stakeholders to ensure the local governance for effective panchayat management.

Thank you.

Lead paper on Participatory local governance for effective panchayat management

“The best, quickest and most efficient way is to
build up from the bottom...
Every village has to become a self-sufficient republic.
This does not require brave resolutions.
It requires brave, corporate, intelligent work...”

- Mahatma Gandhi

1. Introduction: Grassroots Democracy and Good governance has direct impact over development. The 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.

DHAN Foundation has demonstrated successful models of community governance more than two decades. Its significance contribution in terms of Building effective participation by the community, especially at local levels of governance is widely appreciated. Building democracy is not only DHAN’s agenda but also it is applicable to global development stakeholders. Proposed 17 Sustainable Development Goals will be possible only if local governance gets its momentum and democracy gets ensured. Democracy as a value, drives the total society to make just and equitable means.

2. Panchayat raj system: The Constitution (Seventy-third Amendment) Act, 1992 came into force on 24th April 1993. It was meant to provide Constitutional sanction to establish “democracy at the grassroots level as it is at the State level or National level”. The Gram Sabha or village assembly has been envisaged as the foundation of the Panchayati Raj system.

There are three tiers of Panchayats at village (Gram Panchayat - GP), intermediate (Panchayat Samiti - PS) and district (Zilla Parishad - ZP) levels. The states having population not exceeding 2 million have not constituted the Panchayat at intermediate level. All the seats in a Panchayat at every level are filled by elections from respective territorial constituencies. Not less than one-third of the total seats for membership as well as office of chairpersons of each tier have been reserved for women. Reservation for weaker castes and tribes (SCs and STs- Da/its) have been provided at all levels in proportion to their population in the Panchayats.

The Village Accountant is appointed for a Village or a group of Villages and he performs all the duties prescribed in Karnataka Land Revenue Act, 1964. He has to keep all such registers and other records as are prescribed by Government. Whenever called upon by any Superior Revenue Officer of the Taluk or District, he prepares all records connected with the affairs of the Village. The Records may be notices, statements, reports required by the State or the Public. The Village Account is directly under the supervision and control of the Revenue Inspector. The Village Accountant being an important functionary of Revenue Administration at the Village level, should reside in a central village of his circle to be available to the villagers.

The Village Accountant has therefore, a dual role to play. On the one hand, he is under the administrative control of the Tahsildar and is responsible for all matters of Revenue administration at this level. He collects revenue, makes crop entries, draws reports, issues notices and carries out functions that his superiors direct him to perform. On the other hand he attends to the Panchayat and Development Administration of the Village and functions under the control and supervision of the Chief Executive Officer of the Taluk Development Board.

3. Definition of Participation: Participation means direct involvement of all those people in the decision-making process which is likely to affect their lives. The way participation is defined largely depends upon the context and background in which participation is applied.

“The essence ‘of development is nothing but peoples’ participation. There are many components that are involved in development like

money, material, resources, technology, human etc. Of all the social factors, human factors are the crucial elements. People are the pivot around whom the entire development processes are supposed to revolve.” The above statement underlines the importance of peoples’ participation in development process. since societies have strived to develop, the of development have been widely debated. The early phase of development era emphasized on the Top-down approach to development based on trickledown theory.

During this phase, the emphasis was on planning at the top with focus on achieving higher growth rate. This approach was based on the premise that centralized planning ensures higher growth which automatically trickles down to grass root level.

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Decision making - when consensus is acted upon through collective decision, this marks the initiatives of shared responsibilities for outcomes that may result. Empowerment - The ultimate objective of participation wherein the local community has the right and capability to have a say in decision concerning their lives. Participation in development is now being sought in World over, not because it is fad but because there has been a consensus on the usefulness of people’s in governance and development.

3.1 Advantages of Participation in effective Panchayat Management

Efficiency: Participation can ensure effective utilization of available resources.

Effectiveness: Failure of conventional growth strategy because of lack of grass roots knowledge and absence of people’s role in development

People's participation can make the development strategy more effective by granting a say in dividing the objectives and strategies and participation in management ensures effective utilization of resources.

Self-reliance: Self often, it is noticed that people at local level look up to the external experts or Government for solutions to their problems. This leads to distortions and ineffectiveness of planning due to lack of local knowledge. If the local resources are utilized the basis of decisions taken by themselves, the people realization that many problems faced by the people have local, solutions at their levels. With 'active involvement of the local people, it is possible not only to break the psychological barrier of dependence, but also to increase their awareness, self-confidence and control of the development process. In fact, the involvement in decision making, implementation and monitoring helps in developing local human resources.

Coverage: People's participation in decision making process widens the coverage among all sections including deprived and weaker sections.

Sustainability: External interventions through government or other agencies lack potential for long term sustainability of schemes if local participation is not ensured. People's involvement in governing the scheme creates local capability and ownership of resources. It is a sustainable development alternative for long term solutions to local problems.

4. Definition of local Governance

The concept of "governance" is not new. It is as old as human civilization. Simply put "governance" means: **the process of decision-making and the process by which decisions are implemented (or not implemented)**. An analysis of governance focuses on the formal and informal actors involved in decision-making and implementing the decisions made and the formal and informal structures that have been set in place to arrive at and implement the decision.

Government is one of the actors in governance. Other actors involved in governance vary depending on the level of government that is under discussion. In rural areas, for example, other actors may include

influential land lords, Associations of farmers, SHGs, SHGs Federation, FPOs, Cooperatives, NGOs, Research institutes, religious leaders, Finance institutions political parties, the military etc.

4.1 Characteristics of Good governance: Good governance has 8 major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making.

Participation: Participation by both men and women is a key cornerstone of good governance. Participation could be either direct or through legitimate intermediate institutions or representatives. It is important to point out that representative democracy does not necessarily mean that the concerns of the most vulnerable in society would be taken into consideration in decision making. Participation needs to be informed and organized. This means freedom of association and expression on the one hand and an organized civil society on the other hand.

Rule of law: Good governance requires fair legal frameworks that are enforced impartially. It also requires full protection of human rights, particularly those of minorities. Impartial enforcement of laws requires an independent judiciary and an impartial and incorruptible police force.

Transparency: Transparency means that decisions taken and their enforcement are done in a manner that follows rules and regulations. It also means **that information is freely available and directly accessible to those who will be affected by such decisions and their enforcement.** It also means that enough information is provided and that it is provided in easily understandable forms and media. Responsiveness

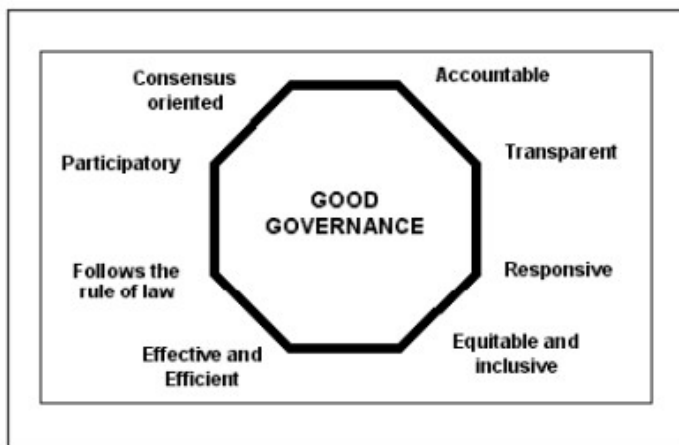
Consensus oriented: There are several actors and as many view points in a given society. Good governance requires mediation of the different interests in society to reach a broad consensus in society on what is in the best interest of the whole community and how this can be achieved. It also requires a broad and long-term perspective on what is needed for sustainable human development and how to achieve the goals of

such development. This can only result from an understanding of the historical, cultural and social contexts of a given society or community.

Equity and inclusiveness: A society's wellbeing depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream of society. This requires all groups, but particularly the most vulnerable, (widows, Destitute, Old age persons, differently abled persons) have opportunities to improve or maintain their wellbeing.

Effectiveness and efficiency: Good governance means that processes and institutions produce results that meet the needs of society while making the best use of resources at their disposal. The concept of efficiency in the context of good governance also covers the sustainable use of natural resources and the protection of the environment.

Accountability: Accountability is a key requirement of good governance. Not only governmental institutions but also the private sector and civil society organizations must be accountable to the public and to their institutional stakeholders. Who is accountable to whom varies depending on whether decisions or actions taken are internal or external to an organization or Institution. In general, an organization or an institution is accountable to those who will be affected by its decisions or actions. Accountability cannot be enforced without transparency and the rule of law.



The concept of village as a self-sufficient unit and existence of Panchayats at village level have existed since ancient times. Panchayats were institutions of local people for governance and resolutions of disputes at local level. Despite having no codified laws for functioning of Panchayats, they existed as potent institutions to maintain law and order, stability and utilization of local resources for common good of the community.

A powerful argument for Gandhi's idea that local government should be at the centre to the Indian state and Indian society as a whole. Panchayats were democratic means of involving people in decision making, using local resources and talent to manage all affairs of the society. Panchayats were least dependent on external agencies and were the best examples of local through democratic participation. Good governance requires that institutions and processes try to serve all stakeholders within a reasonable timeframe.

5. Democracy tools for ensuring participatory governance

5.1 Grama Sabha is one of the major tools where each and every citizen of the panchayat comes together and sit and discuss about the wholistic development of their own hamlets and panchayat. All the accounts and financial discussion will happen in gram Sabha meetings. The resolution passed in Gram sabha cannot be changed at any point in time. During the time of gram sabha the review of performance of all the development activities will be taken up and proper approval will be provided on the same.

5.2 Micro Planning is another activity which is very helpful for the panchayat involving the local governance. This micro planning document have to be prepared in all the hamlets involving the local community. For resource allocation this micro planning document helps a lot in allocating funds based on the prioritization. And it has to be look at integrated manner.

5.3 Social audit is a process in which, details of the resource, both financial and non-financial, used by public agencies for development initiatives are shared with the community, often through a public

platform. Social audits allow people to enforce accountability and transparency, providing the ultimate users an opportunity to scrutinise development initiatives.

Social audit through client or beneficiary groups or civil society groups is yet another way of eliciting information on and prevention of wrong doing in procurement of products and services for government, in the distribution of welfare payments, in the checking of attendance of teachers and students in schools and hostels, staff in the hospitals and a host of other similar citizen service-oriented activities of government.

5.4 Right to Information Act is another tool in which the public can always raise queries on the activities carried out. The right to question for all the citizens have been ensured through RTI. At any point in time the citizen has the right to question any of the activities carried out in the village panchayat.

5.5 Referendum is a tool used for participatory voting rights in taking some decisions. This is a kind of opinion poll for the general public to decide upon taking up new agendas in the panchayat. There are two different types of referendum compulsory and optional. This is a process of setting up new byelaws for themselves. Through this referendum tool we can change the activities and the rules formed by the government.

6. National and Karnataka state level data of panchayat

In the state of Karnataka 30 zilla panchayats, 176 taluk panchayats and 5659 village panchayats are there. The size of each gram panchayat is big when compared to other states. On an average in each panchayat around 5000 to 10,000 is the population size which is available. In the taluk panchayat also, the average population is around 1.5 lakh to 2 lakh. Size of the Intermediate Panchayat. Karnataka (198233)

7. Desirable of Participatory local governance for effective panchayat management

7.1 Frequent Gram Sabhas in Changing Locations: Gram sabhas have to be conducted regularly and frequently. These sabhas should be

conducted in different hamlets on rotation to ensure that people from all parts of the Panchayat get an opportunity to participate. This will be resulted in improving attendance at these meetings as well as increasing awareness levels among the public about the activities of the Panchayat.

7.2 Enabling President-member Relationship: The president and ward members share cordial and warm relationship which helps in decision making and delivery of services. According to the members of the GP as well as the records should be maintained, these meetings will be held on a monthly basis and act as platforms to raise issues, discuss and reach consensus which act as the basis for the GPs decisions.

7.3 The president should aware the needs and conditions of different wards, and he or she should aware of the personal strengths and limitations of the ward members. His or her caring attitude towards the ward members will help his/her strengthen working relationship.

7.4 Regular GP-Community Communication: The entire ward members serve as the link between their respective wards and people. Regular communication between the GP members and people serves as a feedback channel helping the GP understand the issues better.

7.5 Contextual Planning and Allocation: An effort to plan and allocate finances taking contextual needs of the respective wards should be visible in the Panchayat.

7.6 Active Media Relationship Building: The GP president have to engaged in building relationship with local journalists leading to high visibility in the media. The activities and achievements of the GP has to be regularly covered giving the GP a wide publicity, which in turn helped in resource generation and gaining recognition.

7.7 The enthusiastic leadership where the GP president herself makes a lot of efforts in terms of running around to get permissions and sanctions will play a major role in the GPs performance. And he or she should lead and ability to constitute and conduct of the standing committee meeting. And other mechanisms such as monthly ward member meeting and regular gram sabha has to be taken care of the issues. The five-standing committee of the panchayat have to work well

to achieve their portfolio. They can work on welfare, health, education, water and sanitation, Monitoring and Agriculture.

7.8 An ideal panchayat should generate more income to panchayat by collecting house taxes properly and also should earn income by utilizing the waste lands for the community. They can also raise resources through CSR projects for implementing in the grass root level.

7.9 The panchayat should focus on achieving Human development indicators and they should set the goals in align with the Sustainable Development Goals (SDGs). In the SDGs we can focus on youth and development, education for all, migration and development, Greening activities, Agriculture and livelihood activities.

Lead Questions:

- 6) What are the present status of community participation and Governance in management of Panchayat affairs?
- 7) What are gaps and challenges in achieving the desirable panchayat involving community participation and way forward for building effective Panchayat Governance?
- 8) What are the collaborative areas to be promoted and strengthened between people institutions and Panchayat institutions?
- 9) The steps and process to be followed to narrow down the gaps in effective management practices in the panchayat involving the local community?
- 10) What are the declarations for people organizations, NGOs, government and panchayat institutions?

Sub group discussion and resolution

Lead question no 1

What are the present status of community participation and Governance in management of Panchayat affairs?

I. Voting:

- 1) Vote for money
- 2) Negotiation with informal panchayat
- 3) More importance to Caste rather than leadership
- 4) Unaware of Importance of voting

II. Gramashaba

- 1) More focus on personal /family work
- 2) There is no rotation basis of conducting gramashaba
- 3) There is no discussion at hamlet
- 4) Whichever decision taken Infront of community, it is recorded in minutes
- 5) All voters are eligible to attend gramashaba meeting, but people are not having awareness.

III. Panchayat working committee group:

- 1) There is no popularisation of this committee
- 2) Potential members are not in placed
- 3) Whoever Members placed; they are inactive.
- 4) Working committee members are placed and available in record, without their knowledge.
- 5) Un aware of roles and responsibility of committee members.

- 6) Lack of training regarding RRR of committee members to president and ward members

IV. Implementation of Scheme

- 1) Unaware of details of govt scheme and depended on panchayat clerk
- 2) Though budget is allocated for panchayat for entitlement (sanitation, housing, JJM etc) , actually it is materialised. Potential families are in waiting list.
- 3) Many of the President is not known about the allocation of MP, MLA fund.

V. Panchayat level micro plan

- 1) it is not yet popularised.
- 2) it is not integrated plan for the panchayat
- 3) lack of training to conduct micro planning by the president.
- 4) people participation for this Micro level planning is at least 100 families to be attended. But participation very less in Micro planning. And it has completed and recorded in the office itself with consult of ward members.

VI. Women

- 1) Instead of women presidents, their husbands are dominant.
- 2) Being women, Male VP, and ward members are dominant .
- 3) Being reservation women president, other ward members dominant.
- 4) By compulsion by the husband, women are elected as president on behalf of husband because of women reservation.
- 5) Women presidents are unaware of RRR of presidents make them to not perform the duty.
- 6) Women presidents is much more focus on family work rather than societal work.
- 7) Normally women are not coming forward to take position in Working commit members and school management development committee.

- 8) Women are very comfortable to participate in SHGS rather than Gramashaba.

VII. Youth

- 1) The concept of panchayat is not known to the youth.
- 2) Voices of Youth are not valued in gramashabha.
- 3) At the same time youth are disturbing to conduct gramashaba rhythm . (mainly focusing fighting mode)
- 4) Youths are not orientated towards development. (library , career counseling ,skill building , Youth group , tuition centre)
- 5) Youths are not known about their schemes at panchayat.

Lead questions no .2

What are gaps and challenges in achieving the desirable panchayat involving community participation and way forward for building effective Panchayat Governance?

- 1) Conducting Gramashaba in hamlet level or rotation basis is difficult.
- 2) Women presidents and reservation presidents are not able to perform because of male ward members domination.
- 3) Election system are corrupted.
- 4) Infrastructure or community resources are not properly utilised.
- 5) There is no conservation efforts on natural resources.
- 6) The community is not cooperation for addressing on natural resources(sand , mining, forest, cutting of tree in common place, farm bond, tank rehabilitation,)
- 7) Panchayat are not towards self-reliance(lack income earning earning source for the panchayat)
- 8) Panchayat are not willing to collect the house tax, water tax because fear of to keep the vote bank.
- 9) The community is not obeying the norms of panchayat. (proper house approval .)

- 10) Panchayat level policy is not operationalised.
- 11) Presidents are not having full power for decision making , every thing is depended on block / intermediate level.
- 12) About Panchayat profile and scheme details have to be updated in grammanchitra website by panchayat secretary. but the data is not uploaded because of lack of computer knowledge.

Lead question no: 3

What are the collaborative areas to be promoted and strengthened between People Institutions and Panchayat institutions?

- 1) People Institutions at village level has to work closely with ward members / panchayat
- 2) Panchayat and people institution should have a resolution in gramashaba for doing development work with the panchayat.
- 3) SHGs and SHGs federations should be enrolled as a working committee members and school management development committee as per the norms of panchayat.
- 4) All people institutions should involve in Yearly plan and Micro planning for panchayat.
- 5) People institution will involve in Social audit processes.
- 6) People institution will participate in referendum
- 7) The people institutions will support to the panchayat for ensuring internal resource mobilisation like house tax, water tax.
- 8) The people institution could support their 3 % to 5 % contribution from their income for the development of panchayat.
- 9) People institutions could mobilise funds from local factories and clubs and individual philanthropy nearby areas for strengthening panchayat.
- 10) The People Institution should identify the Vulnerable people and ensure entitlement to them at panchayat . The first preference has to be given to them.

- 11) People Institutions and Panchayat should have an agreement of conservation of natural resource management.
- 12) MOU between panchayat for MGNRGA work to do natural conservation work.
- 13) The people institutions have to focus on natural conservation and promote groups for natural resource management and address it at panchayat level.
- 14) The people institution should promote the networking at block level and district level to strengthen the panchayat.
- 15) The people institutions and Panchayat have to request to the govt for availing infrastructures for panchayat. some of the panchayat (own building is inadequate basic facilities like toilets, drinking water, and electricity connection) .
- 16) People institutions could collaborate with the panchayat and do development initiatives for the entire community in the form of Internet connections, Banking correspondence model., Nursery growing, Skill building centres initiatives, Evening tuition centres, legal clinic initiatives with the support of development NGOs.
- 17) People institution could do training to panchayat presidents and ward members regarding Panchayat management with the support of NGOs.
- 18) To make various policies, areas are to be explored at panchayat level with the cooperation of various people institution .
- 19) People institutions could do awareness on entitlement through training, wall posters, pamphlets , and flip chart to entire community with support of NGOs.
- 20) People institution should encourage the following initiatives with collaboration of panchayat.
 - Education for all
 - Insurance for all
 - Health for all

Lead question no 4

The steps and process to be followed to narrow down the gaps in effective management practices in the panchayat involving the local community?

- 1) People institution will be role model for development initiator of its panchayat
- 2) People organisation at village level has to work closely with ward members concerned of the panchayat
- 3) Ensure all eligible members have to participate in Gramashaba
- 4) People institutions leaders have to give an awareness on importance of participation in gramashaba.
- 5) People Institutions have to request to the panchayat for conducting Gramashaba at hamlet level.
- 6) People institutions leaders have to request to panchayat to conduct the Grama Shaba by rotation basis.
- 7) People institutions have to support to panchayat for addressing encroachment issue at panchayat level.
- 8) The people institutions should use the common infrastructure and do the development initiatives and services to the entire community.
- 9) The people leaders have to undergone training in relevant to panchayat management.
- 10) Community has to provide space to women president and Reservation president to perform their constitutional duties.
- 11) Series of capacity building events have to be organised for the entire household on value of Voting, and they should not yield for money. then only the community could express their strong viewpoints at Grama sabha

Lead Question 5

What are the declarations for people organizations, NGOs, government and panchayat institutions?

A. People Institutions

- 1) People institution will do higher participation in Grama shabha, Microplanning, and social audit and 100 percentage of voting.
- 2) People Institution will find a space for become member of different panchayat working committee
- 3) People institution should allocate their income of 3 to 5 % for panchayat development
- 4) People institutions should be the role model for creating model/advancing panchayat.

B. Panchayats

- 1) Panchayat should have to work closely with ward members and people institution traditional institution for ensuring participatory democracy.
- 2) Panchayat should conduct hamlet level gramashabha and rotation basis gramashaba also to be ensured.
- 3) Panchayat should focus on entitlement and prioritising most vulnerable community .
- 4) It has to MOU with people institution/NGOs for ensuring Sustainable Development Goals
- 5) Panchayat presidents and ward members have to develop the panchayat managerial skill

C. NGO

- 1) NGO as an enabler, providing training to panchayat presidents and ward members and panchayat secretary in development and governance perspective.
- 2) NGO will promote people organisation to strengthen the panchayat.
- 3) NGO could mobilise funds for the panchayat when scarcity of money from govt side.
- 4) Enabling people institutions to make the panchayat to become self-reliant.

- 5) NGO could come out with innovative ideas /programme for the development of panchayat.

D. Government

- 1) Govt should encourage women presidents to do their role with out disturbance by the family members.
- 2) Govt could do agreement with Development NGOs for creating model /advancing the panchayat in different theme.
- 3) Govt have to ensure the proper data entry of village panchayat in Ministry of rural development and panchayat raj website like Gram Manchitra, MGNREGA
- 4) As per the allocation of budget, the fund has to be released for the development of panchayat.
- 5) Panchayats Schemes implementation should be monitored along with SHGs federation/groups at panchayat through social audit. And support to panchayat for eviction of encroachment at panchayat

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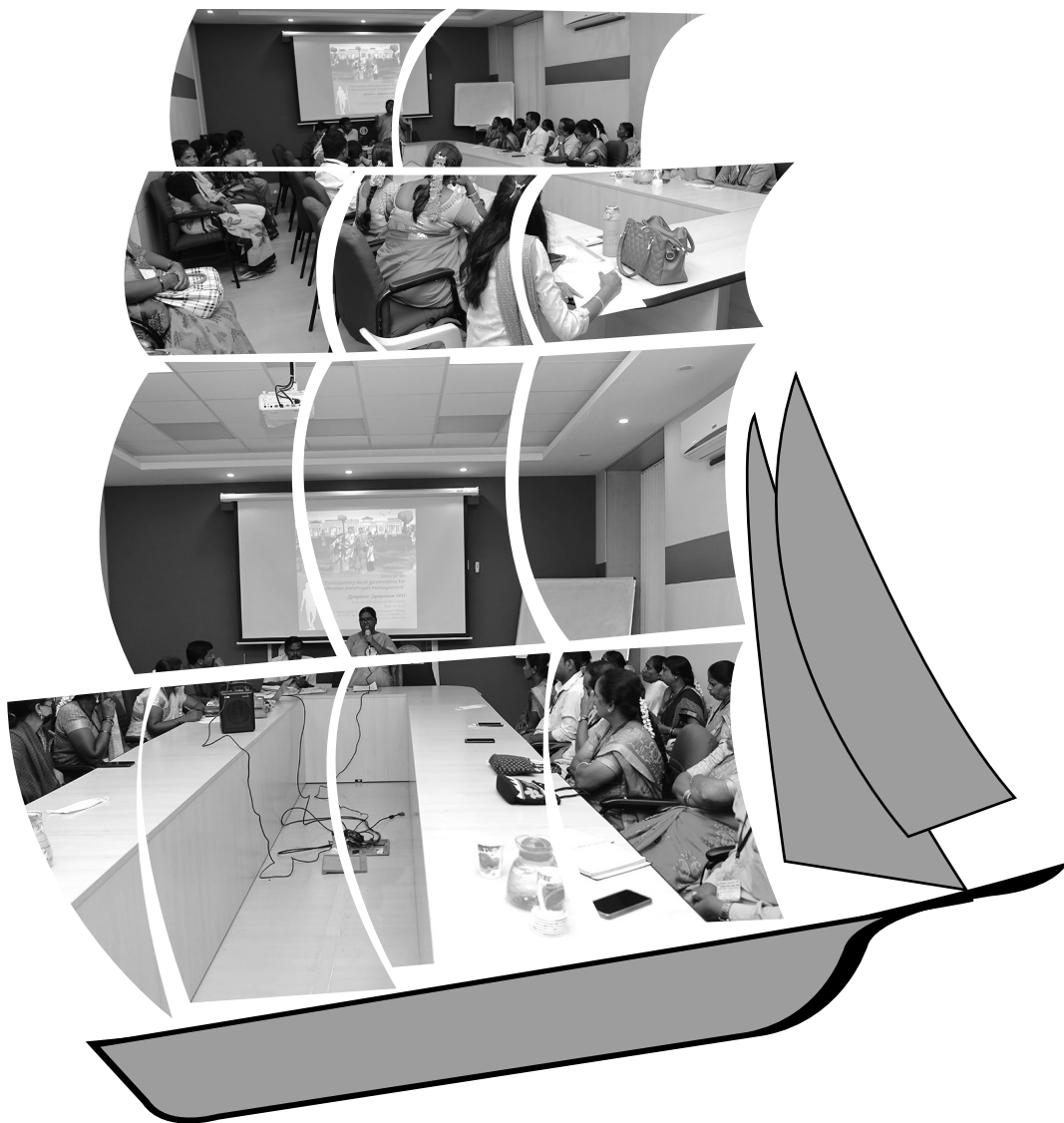


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