

Continued Capacity Building of Panchayat Raj Representatives and Gramsabha Members in Madhya Pradesh

A Process Documentation Report
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CHAPTER I

Genesis of the Project

1 Background

More than ten years of the Panchayati Raj system under the 73rd Amendment has been filled with experiences. The programme has had its successes. But there have been shortcomings. The state governments had initiated the process of power transfer to people through Panchayat Raj Institutions. However, having provided with enabling policy environment the state governments are grappling with the issues of how to translate these policies into action meaning making people aware of their duties and rights and making Gramsabha a vibrant people's institution to carry out the developmental roles. Considering the large number of first timers who became representatives of people's institutions the area where we have been left wanting is in providing the elected representatives the relevant support and information base to be able to take informed decisions and make informed choices.

Barring one or two trainings for the elected representatives there has not been much headway in this direction resulting in no change in actual situation in the ground. The Sarpanch and the panchayat secretary along with the officials of the line departments continue to rule PRIs and people simply do not have any other options but to depend on their decisions. There is hardly any mechanism working which ensures downward accountability of the office bearers of PRIs to the Gramsabha. In the absence of quality information at the right time on issues pertaining to their roles in governance and development we will end up with gram panchayats which see themselves as government contractors rather than mechanisms for change. The sad part is that in the absence of such support representatives of the PRIs have tended to believe that their role in fact is that of a government contractor. The tendency is to look for projects, which require construction or infrastructure development. Governance and development programmes have been sidelined in favour of the contractor role.

The present scenario of capacity building effort by the state governments are characterised by:

- One training event during the elected life of the representative
- Refresher course only in case of amendment of the Act or if the government issues a new set of notifications/orders
- Not all the representatives at each PRI level are covered
- No special training organised for Women, Scheduled Caste and Scheduled Tribe representatives at any level
- No accountability of ensuring completion of training in case of Non-institutional Training
- Training is only on the provisions of the Act. The skills required to fulfill the role and responsibility entrusted under the act not covered (e.g. **How to do**)
- Training within Institutional set up leads to classroom training sessions. The trainer is not apprised of the problems faced by the representatives and is hence unable to contextualise the training or help the representatives in finding solutions to their problems
- Accountability of the trainer for the utilization of training, in both Institutional and Non-institutional mechanism, is zero.

- Handholding or coaching support to the representatives is not envisaged (e.g. how to make proposals and follow the proposal with the line departments)
- Training on the state Act on Panchayat Raj and their changed role and responsibility not provided to the functionaries of line department at any level (district or sub-district)
- Issues of skills and attitudes not tackled during training at any level with either the elected representatives or the functionaries of the line departments

The systems, which have been followed to build and enhance capacity of the PRIs, are based on the expectation that a one-time provision of information would build sufficient capacities for operations. This was not quite possible and experience has shown that the effort has been quite insufficient. Experience has further shown that one time training at a far-away location does not and cannot provide the requisite information and support that is necessary to function as responsible and effective representatives. This becomes further difficult in the case of representatives who are women and others who are illiterate. Though there is a strong conviction that people's involvement would lead to better governance the current status of literacy and the social structure has inhibited a meaningful transfer of power. The literacy levels and the geographical constraints limit the impact that normal training programmes have on the people. The training efforts have to be made more attuned to the socio-economic conditions of the people. Such fine-tuning of the training module has not been undertaken. This could be because of the complexity of such large-scale programme management or due to a lack of training capacity per se. Ministers and senior administrators of corporations who are from similar backgrounds as the elected representatives of the PRIs have the option to link up with experienced professionals within and outside government. A minister before he / she goes for an important meeting is briefed by the departmental secretary and other staff of the government. Such support is just not available to the elected representatives of PRIs. Experience has shown that the information base for decision-making is usually secondary and from "not-so-reliant" sources and usually suffers from improper comprehension of the information.

What then is the way forward? What then are the alternatives to such training? How are representatives of the PRI's going to get the information that is necessary? What should the capacity enhancement process entail? *To answer some of these crucial questions the Action for Social Advancement (ASA), a Bhopal based NGO working in M.P. and Gujarat initiated a pilot project with an alternative paradigm for building capacity among the PRI representatives and the Gramsabhas since October 2003 for two years supported by ICEF and 10% of the project cost came from the Government of M.P. The project was implemented in two development blocks of Jhabua and Dhar districts covering 11 Gram Panchayats having 23 villages.*

2 ASA's perspective of Capacity Building

ASA has been an implementing organization since almost a decade now. Their core area of work had always involved Natural Resource Management having tangible impacts and clear accountability parameters for the organization. The organisation's core philosophy has always believed in 'learning by doing' and had never been comfortable with the classical classroom approach of Capacity building. During their NRM field interventions, they had motivated their Project Watershed Committees to be accountable to Gram Sabhas. Having gaining encouraging results from this inter-linkage between the WDC and the PRIs, the organization thought of replicating this strategy for the entire village and promote accountability measures towards the Panchayats for any type of activity in the village. But for such an approach, it was mandatory to first attempt to establish the credibility of the Panchayat institutions amongst the people.

The past experiences of the community with Panchayats had disappointed them and the current status is that the community, by and large, has lost faith in Panchayats. ASA having its firm belief in continuous handholding support decided to establish the credibility of the Panchayats amongst the community. Considering the adverse backdrop, strategic planning was required to find the quickest and shortest way to establish the identity and credibility of Panchayats as a constitutionally mandated institution with powers to influence the local public and private arena of the life of the villagers. Therefore, it was thought to give hands on learning experience to Panchayats for mobilizing resources and making a tangible difference in the villages. It was expected that the flow of resources, internal and external, would make a dent in the village economy and thereby establish the credibility of Panchayats as an institution, which can make a difference. The organization, armed with its rich implementing experience, decided to change the conventional mode of capacity building and decided to try out a pilot project of an innovative approach- the Spear Head Team approach of capacity building – essentially providing day to day and timely support to mobilize more resources for the village.

2.1 Socio-Cultural Contextualisation of the Project Design

Both Jhabua and Gandhwani come under the Fifth Schedule Area and therefore PESA is applicable to these areas. Considering the present socio-political scenario in these areas, there is no alternative to actualize PESA in these areas except for adopting activist stands. ASA feels that once the credibility of the Panchayat institutions is established in these areas, then the provisions of PESA can be gradually unpacked and actualized in the field. PESA can now be an add on value to the existing credibility established for Panchayats amongst the community.

2.2 Visionary approach of ASA

As per the current trend of development funding, maximum resources are being given directly to the Panchayats. Therefore, ASA envisages a transformation in its role from an implementing organization in Jhabua to a Facilitator in a service delivery mode and also acting as Agents of Change in the future. The road map for the future of the organization in Jhabua has been chalked out and this intervention served as an entry point activity towards establishing their role as a service provider for the Panchayats.

2.2.1 Establishing ASA as a support agency

Apart from having a facilitative role for the Panchayats, ASA also visualized itself as a support agency for well meaning and like minded budding implementation agencies. This project gave a platform to ASA to experiment its role as a support agency. A study¹ was conducted to choose the suitable NGO for partnership in the project. A set of criteria was developed to identify the suitable NGO. TAAL, Bhopal based NGO was selected for this partnership.

2.3 Goal of the Project

The Goal of the project was to "*build capacity of the members of Panchayati Raj Institutions to address crucial development issues*". This was attempted within the overall goal of "a decentralized governance regime, which is responsive to the needs of the people that constitute it, and one that has the capacity to address the development and social issues of the people."

¹ Identification of Appropriate NGO partner for 'Continued Support to Gramsabha and Panchayat Representatives' – A study report submitted by Jaipal Singh to ASA.

2.4 *Strategy of the Project*

The main objectives of this two-year project was to create capacities within the Gramsabha and GPs to mobilize people to recognize their rights and make sure PRI works to the advantage of the wider community and delivers better governance. The unique strategy adopted in the project was to support PRIs in-situ through a multi-disciplinary professional team called the SHTs (Spear Head Team) on a continued hand holding or coaching basis. This approach is in contrast to the conventional capacity building strategy of one off training.

2.5 *Project Coverage*

The project covered 6 gram Panchayats in Ranapur Block of Jhabua district and 5 gram Panchayats in Gandhwani Block of Dhar district.

District	Block	Panchayats	Villages
Jhabua	Ranapur	Kakaradhara	Kakradhara
		Lambella	Lambella
		Dotad	Dotad
		Buddhasala	Buddhasala
		Kalapan	Kalapan
			Nad
		Nagankhedi Ratna	Nagankhedi Ratna
			Nagankhedi Punja
		Gavsar	Gavsar
Dhar	Gandhwani	Bildari	Bildari
			Sangi Bawari
			Katarpura
		Beharda	Beharda
			Borda
			Acharkunda
			Balwari Kallan
			Dhobdiya
			Harnima
		Raipuria	Raipuria
		Balwari Khurd	Balwari Khurd
		Khod	Kheda

Project Area Map: M.P. map showing the project Districts

Project Area Map: Ranapur Block in Jhabua District

Project Area Map: Gandhwani Block in Dhar District

CHAPTER II

Building the foundation for the project

The innovative idea of Capacity building through the Spear Head Team approach required many preparations before the Project commenced. ASA firmly believes that the success behind the successful implementation of any project lies in taking care of the minute details and equipping oneself with well preparedness before the actual implementation of the Project. Sticking to this organisational ethos, all possible angles and issues were thought of and listed to ensure the smooth implementation of the project. The following paragraphs entail upon the preparations undertaken before and during the initial phase of the Project.

2.1 Selection of Partner NGO

A consultant was engaged for the assessment of the NGOs. A set of criteria was developed to screen NGOs for their appropriateness. The final ranking and recommendations of the consultant are based on the impressions from the field visits, discussions with CEO and staff, community, and information from the documents provided by the NGOs. TAAL and ASA were selected for Dhar and Jhabua districts respectively.

2.2 Eliciting support from the Government

Panchayat is a state subject and therefore comes under the state government. ASA believes in working in tandem with the Government and influencing Government policies through its field level implementation experiences. It is a well known fact that the state is struggling to actualise the Panchayat Raj Act at the field level and examples of success are sporadic. New innovations to implementing the Act at the field level were required since almost a decade has passed and the state has yet to boast of successful results. ASA took into confidence the Secretary, Panchayat and Social Welfare Department and convinced him about the need of innovations in implementing the Panchayat Act, especially PESA. The Secretary consented to extend all support for the smooth implementation of this project and also agreed to provide financial support to the extent of 10% of the project cost as GOMP's share. Clarity about the areas of usage of the Government fund was also conveyed to the Department. The funds from the government were primarily used for capacity building activities of the target groups such as trainings, exposure visits, development of communication materials, etc. In order to maintain transparency of the usage of Government funds, it was proposed that a separate book of accounts and necessary records would be maintained for the utilisation of the GOMP grant. The progress report and the audited statement of accounts will be provided on time. Therefore, the planning for Government collaboration took care of all the possible issues where problems could be expected.

2.3 Selection of Project Implementation Team – The SHT

ASA has always been an implementing organisation, therefore the biggest challenge that the organisation faced was their own tendency to become the self-implementers themselves and in the process, unknowingly, sideline the Panchayats. Therefore, the very purpose of *in-situ* capacity building could be defeated, given their tendency to get things implemented themselves. Hence, the Project management was cautious to recruit a new Project Coordinator, who had the required experience of capacity building, and preferably had never been involved in direct implementation.

This much required wise Human Resource management approach helped ASA to transform its role from an implementer to a facilitator.

TAAL being an organization and entering into implementation mode for the first time, had to start recruitments from scratch. The team here did not have the advantage as ASA, since the area of Gandhwani was a completely new field with very little known about the socio-cultural aspect of the area. This required careful recruitment of experienced people who could handle the project successfully in a completely new area. It is because of these factors that probably the pace of the project in Gandhwani suffered initially but took off very well after a few months.

The Spear Head Team approach required a careful human resource mapping *vis-à-vis* the expected requirements of the villagers. Although, it was decided that the SHT would be a multi disciplinary team, yet the disciplines of the project team had to be such that all possible needs emerging from the field could be taken care of. Armed with their rich implementation experience and well versed with field realities, ASA could easily narrow down on the four disciplines of Social sciences, Agriculture, Engineering and the fourth was as per the requirement. For example, if the activities identified in the microplan included horticulture or JFM activities, then a Horticulturist or forestry expert would be pooled from the ASA existing staff

2.4 Training the SHT

The Spear Head Team (SHT) was trained on their mandated role providing capacity building inputs to the Gramsabha and GP through constant facilitation, providing information, building skills and linking with developmental services. Specifically, they were trained to a) provide information on the rules and laws which govern the PRIs; b) helping in developing village profiles of each of the gram panchayats; c) facilitate to understand and analyse situations and drawing up perspective village development plans; d) assisting through training and also through consultancy support to Gramsabha and GP for planning, execution and monitoring of development schemes; e) provide information of the policies and approaches of the State and Central Governments; f) assist in linking up with developmental programmes; g) provide ideas and help in developing strategies for local revenue generation and its utilisation; h) help them maintain their organisational records and finances etc; i) undertaking a training needs assessment and planning and conducting meetings and training modules for Gramsabha and GP functionaries including standing committees.

2.5 Preparation of IEC and learning material

The project team took a systematic approach and prepared suitable IEC and training material during the project. Some basic preparations like searching the internet for the current government schemes, visiting organisations working in the field of local self governance, subscribing newsletters related to panchayat updates from other states, simplifying the provisions under the panchayat Acts and so on, were undertaken during the gestation period of the project itself. The idea was to have a synergy in the timing of capacity building efforts with the timely distribution of adequate learning material. The material prepared included the preparation of a simplified version of the Acts with illustrations, focusing specially on Schedule V special provisions and preparation of a simplified version of government schemes.

The provisions related to Gramsabha, Gramsabha secretary, treasurer, the eight standing committees of gramsabha within the Panchayat Act and other provisions of the Act were prepared. The salient features included in all these materials prepared covered topics like roles and responsibility, Provision for reservations, process of formation, procedure and required frequency of meetings. ASA did not confine its limits to using only the material prepared by

them, instead posters and Audio-visuals were acquired from different institutions and were also used as training material.

2.6 Placing the Project office at Ranapur and Gandhwani

The crux of the project design made the physical placement of the Project office in the project intervened area imperative. ASA already had an office in the Ranapur block, it was redesigned in terms of software components like posters and learning material on Panchayats were kept in the office. A new Project office was established in Gandhwani and Project officers recruited for the purpose. The office was also well equipped from the software component angle and housed a variety of learning material pertaining to Panchayats.

CHAPTER III

Initiatives of *In-Situ* Capacity Building

Having made adequate preparations for launching the project on the ground, the actual process for capacity building was all set to roll. The crux of the project strategy was innovative methods of capacity building. This chapter therefore entails upon the processes followed during the Capacity building intervention.

3.1 A glimpse of the Pre project scenario

The Project implementation team first approached the Sarpanch and tried to gauge the existing situation of the Panchayat institutions. The Project team was informed that the Gram Sabha was held either at the Sarpanch's residence or in some one else's residence in the presence of few selected people, generally belonging to the political clan of the Sarpanch. The quorum was never fulfilled during these meetings and women participation was nil. The location of the Gram Sabha meetings was never in a community place since most of the Panchayat Bhawans had been encroached upon for personal use. There were instances like in Gausar, where the Panchayat Bhawans were being used for residential purposes. There existed no systemic mechanism for disseminating information about the Gram Sabha meetings. Most importantly, the concept of Gram Sabha and Panchayat was alien to the community. The Panchayats were perceived as extensions of the Government and therefore most of the villagers, except for the local power axis had nothing to do with the Panchayats. The fact that Gram Sabha was a constitutional body and they themselves were important constituents of it was not known to most in the community. The status of Panchayat committees was very similar to the rest of the states, the committees had been formed but the members themselves were ignorant about them being a member of a particular committee. The provisions of PESA and its implementation was a far flung affair since even most of the officials in the District Administration were unaware about the Act. This high level of ignorance, in material and spirit, about the Panchayats and Gram Sabha percolated to all the levels- the community and the representatives.

3.2 Entry point Activities

3.2.1 Bearing in mind the objectives of the project, it was essential to build confidence and rapport with the community as an initial measure to ensure better results. Therefore the project officials took into confidence the Sarpanch and some other key representatives and explained the purpose of their intervention. What started, as a casual communication strategy slowly became the key to the success of the project. The rapport, over a period of time got strengthened to the extent that the field officers placed at the field level became the stalwarts for the Project. This rapport also proved to be a boon for community mobilization.

3.2.2 *Baselines* of all intervened villages were prepared to act as base for planning and also project monitoring baseline format (Annex I) was prepared in a joint workshop by ASA and TAAL team.

3.2.3 In Gandhwani, the Project team constituted *Yojana Dal* in each village, the prime responsibility of this group was to mobilize community, make annual plans for the village and act as Change agents on behalf of the Project team. The composition of the *Dal* was decided by the Gram Sabha. Two male members and one woman from each *Phalia* constituted the *Dal*. The *Yojana Dal* was trained to make village plans and the Project team helped them to make plans for

the project. They were assisted in planning by the Engineer from the ASA team. The *Yojana Dal* was created under the provision of Temporary committees in the Panchayat Act. The need for a temporary committee was to give better stability to Project activities since, the time the Project activities commenced, only one year was left for the tenure of the existing Village Development Committee. Training the VDC would have given political instability in the coming year. Thus the project strategy tried to have a visionary approach and address the question of political instability.

3.3 Planning for their own development

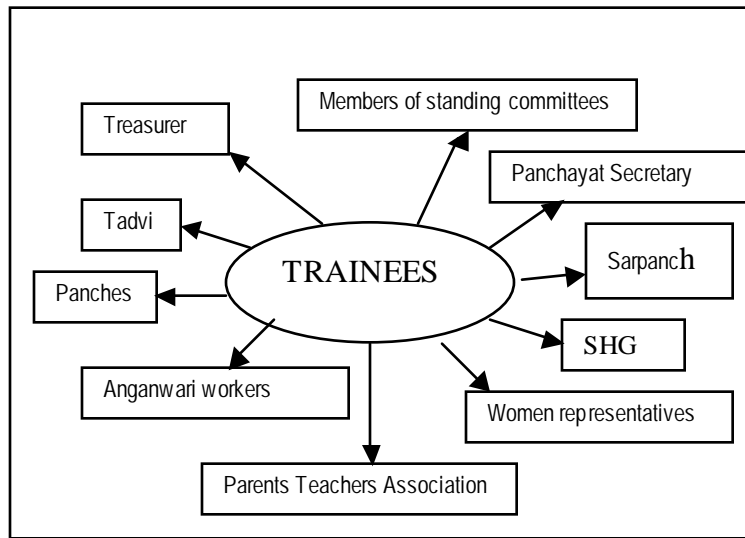
A Perspective Annual plan was made for each village using PRA techniques. The Gram Vikas Samiti was facilitated to prepare a plan with possible areas of development and the corresponding resources required. The village micro plans and the consolidated perspective Gram panchayat plans have been prepared based on assessment of ground realities. The process included elements of micro planning exercise and the committee was facilitated to prioritize their proposed and felt needs. (Annex I). The plan takes a holistic view from the angle of village livelihood and provides directions for the actions needed over a period of 5-7 years and the possible sources of fund both external and internal. This plan was then shared with the Gram Sabha. The plan was endorsed by the Gram Sabha after incorporating their suggestions. Village development plans have been completed in 9 villages and the development issues have been identified. All proposals have been approved by the GS and the proposals have been put up to the collector and respective departments. A few proposals have already been sanctioned.

3.4 Imparting skills & building knowledge base through Trainings

Although the model of Capacity building followed during the course of this project entailed handholding measures but imparting training was felt as a prerequisite, especially to build the knowledge base of the Gram Sabha and the representatives. The strategy involved a bipronged approach where the first level included the training and orientation of the NGO staff and SHT team members whereas the second level of training included the Panchayat representatives and Gram Sabha members as the trainees. The NGO staff and the SHT team members became the master trainers for training the representatives and the Gram Sabha.

The overall training strategy was such as to target all the key stakeholders, with specific emphasis on Panchayat representatives, women and the Committee members. It was attempted to build a synergy in the training efforts so as to ensure that all such stakeholders having a crucial role in village development are trained on the required topic. On the other hand, the Project design was cautious and tried not to overburden any set of trainees with trainings. Maximum focus was given to allow the trainees to learn and implement (with required improvisations) the learnings from the trainings. Recalls being a proven hurdle to all training efforts, the Project officers were advised to keep referring to the learnings from the trainings during their interaction with the trainees in the field.

Multi stakeholder Trainings to ensure widespread participation and acceptance of the project



Annexure # III gives a snapshot view of the variety of trainings held for different stakeholders. Some of the main trainings conducted were:

Training on Panchayat Act & its provisions

Training was imparted on the provisions of the Gram Swaraj Act to the Gram Sabha members, ward panches and standing committee members. They were oriented on the concept and importance of the Gram Sabha in their own development, the vitality of their contribution in planning development and the roles and importance of improving gramkosh. The representatives, especially the Panchayat secretaries were trained on ways of account keeping and reporting.

Training on Roles & Responsibilities of the Standing committees

The standing committees in most of the villages were defunct and the members themselves were not involved about their membership. All committee members were informed about their membership and then trained on the roles and responsibilities of their respective committee. Special emphasis was given to training the Health committee, Village Development Committee, Education Committee and Agriculture Committee.

Training on Natural Resource Management

The Project area is fraught with water scarcity problems and therefore ensuring access to drinking and irrigation water feature as a prime agenda and demand of the community. Therefore, the representatives were oriented and taken on exposure trips to Watershed programs in Jhabua. This enabled them to learn and imbibe Natural Resource management skills.

Sensitizing the traditional leaders- the Tadvīs

In Schedule V areas, recognizing the vital role played by religious leaders, the *Tadvīs*, is very essential. Even PESA has the provision that the *Tadvīs* can preside over the Gram Sabha meetings within a *Phalia*. Therefore, winning the confidence of the *Tadvīs* was essential for the Project. Special sensitization camps were held for them to familiarize them with the objectives of the project and also to solicit their support for bringing about social change and good governance practices.

Training to Women representatives

In the tribal society of Jhabua and Gandhwani, although a favorable sex ratio exists, yet the community is far from gender sensitive. The women never participate in the Gram Sabha meetings and have practically no say in any of the decisions taken for the village. Realizing the pertinent need for eliciting active participation of women, a strategy was evolved by the project to empower the women. The strategy was such as to build the knowledge base of women about Panchayats but also simultaneously to build their self esteem and confidence. Exclusive training to women elected members of the Gram Panchayats have been provided a modular training in five different sessions. The training included themes related to Panchayat Act, Leadership and Communication Skills, Establishing Linkages with Government, and Government Schemes and how to access them, the funds available to panchayats, budget preparation. On the other hand, training was imparted on gender sensitization to the male representatives.

Stepping out from the confines of the village boundary

A series of trainings were organized for the women Panchayat representatives in Gandhwani. In the initial two trainings, men used to accompany their wives and sit through the entire training. They refused to leave their wives alone. Having been exposed to the training content and being taken into confidence by the trainers, they agreed to leave their wives for the training. The women came unaccompanied and with a newly gained confidence for the subsequent trainings. These women representatives now participate in the Gram Sabha meetings and have started to express their opinions in some of the cases. Four of the trainees are going to Kerala (not accompanied by anyone from their respective families) for an exposure visit with the Project team.

Training on Government Schemes

The thrust of the project had always been to increase the resource flow within the village. An intensive awareness generation on schemes of the Agriculture Department, Horticulture Department, Mid Day Meal and Rural Development, PHE, Animal husbandry with the members of the Gram Sabha and Panchayat representatives was taken up in all the project villages. The block level officials of these departments visited the village and informed the Gram Sabha on what the scheme is about and the process and procedures of accessing the schemes from their respective department.

Pre Election Training

Election to the three tiers of Panchayat institutions were held in December 2004 in Madhya Pradesh. The project imparted training through a campaign mode to the members of the Gramsabha, Panchayat representatives, Self-help groups, village volunteers on the election rules and procedures, filing of nomination papers, voting rights, women contestants from unreserved seats and the procedures for reservation of seats covering all the 23 villages. Posters were circulated to all the panchayats.

Training of Newly Elected Representatives

As the new Gram Panchayats were constituted, a training plan for the newly elected members of the Gram Panchayats, especially those that had won for the first time, was prepared and implemented. A separate training programme for all the women elected representatives from the project villages was also conducted.

Exposure Visits for Panchayat Representatives

4 exposure visits to good panchayats in Madhya Pradesh and 4 in Maharashtra were organized during the project period. The exposure visit to Paryay, an organization in Maharashtra, was conducted for the Gram Panchayat representatives. Two Gram Panchayats were visited, Bhat Sangvi and Hasegaon. The Gram Sabha of the former Panchayat had led a sanitation campaign that included systems for community toilets including their maintenance as well as cleaning the space demarcated for collection of solid waste. The Gram Panchayat was awarded Rs.2.25 lakhs for its initiative. This money was used by the Panchayat to construct a Panchayat Bhavan and complete other works of making CC Road, drainage lines, Gobar Gas plants and drinking water for each house in the village. The Panchayat has an unique system of having the Gram Sabha of women members one day before the actual Gram Sabha. The issues related to women are discussed here and then the Panchayat secretary puts them up in the Gram Sabha the following day. The other Gram Panchayat was Hasegaon which had constructed pipe water supply scheme under the Yeshwant Gram Samriddhi Yojana and Hariyali Yojana. The Panchayat was able to overcome its drinking water problem.

A 2 days exposure visit to NRM programmes of AKRSPI, Netrang, was also held for the Panchayat members and Sarpanch of 2 villages. A 2 days exposure visit to Sundrel Panchayat in Dhar district and another 2 days visit to Jamunia panchayat and Almaha panchayat in Sehore was conducted in January 04. Sundrel, Jamunia and Almaha Panchayat has conceived and implemented several innovative ideas to generate its own resources. These are considered to be the best Gram Panchayats in M.P. Participants consisted of sarpanch, GP and JP members, TAAL and ASA team members. Exposure visit to Gram Panchayats of Sehore highlighted the role of Panchayat representatives in preparation of the micro plan for the village.

Replicating the learnings of Exposure trip

Jam Singh in Guasar fondly recalls his trip to some of the Panchayats in Maharashtra. Taking cue from the visit, the representatives recounted the method and use of Vermicomposting during the Gram Sabha of 15th Aug. 4-5 farmers have now initiated Vermicomposting on their farm lands. The exposure also made them aware of the powers the Panchayats have over the functioning and accountability of Extension workers like the AWW. The AWW of Guasar village was reprimanded and advised to fulfill her duties sincerely by the Panchayat. Last but not the least, the Sarpanch and the other Panches, including the Janpad member in the village are now aware about the procedure they need to follow for their negotiations to get schemes and proposals sanctioned for their village.

The Project officials believed in a participatory approach and ensured that the primary stakeholders were introduced to the Project before the actual execution of the project. Apart from the above mentioned trainings, a plethora of trainings covering issues ranging from roles and responsibilities of various stakeholders, micro planning, functions of key Panchayat office bearers, role of gram sabha in village development, importance of women participation, functions of various committees, information about various Government schemes and other such topics which have a direct bearing on the life of the community.

3.5 Community Mobilisation through Awareness Generation Programs

The Gram Sabha of each of the project village was informed about the Project. Detailed discussions were held on the role of the members of Gram Sabha in preparing village development plans. They were also involved, through intense facilitation by the Project team, in

developing and implementing the village development plans. This exercise set the stage for their active involvement throughout the Project cycle, since they became an integral part of the realization of their own plans. The Gram Sabha was also trained on other issues such as the concept and importance of Gram Sachivalaya and about the various Government schemes and their provisions.

Nearly 639 awareness generation programmes through nukkad natak, audio-visual shows, poster, sammelans, rallies, exposure visits, class room training and field trainings participated by approximately 24680 persons have been conducted during the reporting period.

3.6 Making community realize the importance of Gram Sabha

The provisions of PESA were not known to the community in Jhabua. The topography of the district allows settlement in small pockets – these being called the *Phalias*. Many *Phalias* together make a village. The common perception was that the Gram Sabha couldn't be held till the Sarpanch is present to preside the meeting. Moreover, since the distance between the *Phalias* is around 2 kms, the entire village could never gather in one place and since the quorum never got fulfilled, the Gram Sabha meetings were never held properly. The project team made the community aware about the provisions of PESA, which allow each *Phalia* to have their own Gram Sabha meeting and that anyone, including a *Tadvi*, can preside over the Gram Sabha meeting of the *Phalia*.

One of the main reasons for the Gram Sabha meetings not being held was the fact that in many villages, the Panchayat buildings had been encroached upon. Since there was no formal physical structure to establish the Panchayats, the institution's base got weakened. The Project interventions focused on removing encroachment from the Panchayat Bhawans and making it a formal place for holding meetings and having a proper Panchayat office. The project team faced similar problems in Gandhwani as well. Panchayat buildings had been encroached upon here also by influential people. It therefore was imperative to remove these encroachments and lend a physical identity to the Panchayats.

Lending physical identity to Panchayats

Sarju of village Gavsar (Block Ranapur) was quite excited to tell that now their village has a furnished Panchayat office and it was all due to their increased level of awareness and combined effort they made in making the panchayat building free from encroachment by an influential person the elder brother of the Sarpanch Mr. Adiya. He was living there without paying any rent and was adamant not to leave the place by any means.

On the other hand sarpanch was again demanding further aids for panchayat building, but as it was already allotted so no money was now being sanctioned. People realizing the need for a systematic office place, with the help of ASA staff, tried to convince both the brothers to come up as responsible citizens and understand one's duty. The way they went through the process, is really appreciable and now their panchayat building is free and being functionally utilized for the cause it was originally built. Till now 6 meetings have been conducted in the panchayat office building.

Similar kind of the case has been reported in village Lambella. Here again the building was encroached. The panchayat records were being kept at the secretary's place and whenever required they discussed the matters at their homes. Due to unavailability of formal office, no official meetings were held, keeping the people totally unaware of office affairs and other proceedings.

Getting enriched from the inputs provided by ASA and understanding their responsibility, they started conducting meetings at the panchayat building, the GP representatives made it a point to sit in the office regularly so that people in need can easily approach / locate them. Now they have painted the building, put up notice boards, put up important circulars and informations on the notice boards. Also put up the list of all GP members for the convenience of the villagers. Furniture was purchased from the panchayat funds. The villagers expressed that this is making a great difference. Now they are able to get information easily, transparency has increased, its easier now to get the job done, Govt. officials also have a place to sit when they visit the village and many works get done on the spot. Pushpa Bai added more specifically that now they "need not to search the sarpanch saab for his signature when some attestation or certification is required. Just go to his office during the day and he will be seated in his office to provide his service."

About 5 such defunct buildings were freed from encroachment in Ranapur and are functional as regular panchayat offices.

Holding regular Gram Sabha meetings, facilitating people to voice pertinent problems in the village, the project team at Gandhwani could motivate the Gram Sabha of Beharda to get the encroached Anganwari building vacated, thereby ensuring that children and pregnant mothers get their due share and care.

Gram Sabha protects the rights of children

Anganwadi of village Beharda was encroached by an influential person of the village. Consequently the Anganwadi was being conducted in the Panchayat building of the village. An intensive consultation with the stakeholders- parents, Anganwadi worker and Panchayat representatives lead to a common decision that this dispute should be resolved in the Gram Sabha. The Gram Sabha passed a resolution that the encroachment from the Anganwadi building be removed. The resolution was presented to the Sarpanch who forwarded it to Project Officer of the Department of Women and Child. The Project Officer constituted an inquiry team and the team forced the encroacher to remove the fodder that he had stored or else face the legal action that will be taken up by the Tehsildar. The members of the Gram Shiksha Samiti also created pressure on the influential person and convinced him of his liability towards the village. After persuasion, the encroachment from the building was removed and the Anganbadi is now conducted from the allotted building.

Repeated orientations and awareness generation campaigns enabled the community to get empowered with information about the various provisions of the Panchayat Act. This newly instilled confidence gained through access to information provided an impetus to the villagers of Balwari Khurd (Gandhwani) to take action against the treasurer and remove him.

The corrupt practice of Balwari Khurd *Koshayadaksh* (treasurer) had been bothering the members of the Gram Sabha for a long time. The members of the Gram Sabha wanted to know the process and the procedure through which they can remove the Koshadyaksha. The project team informed the Gram Sabha about the legal processes as stated in the Madhya Pradesh Gram Swaraj and Panchayat Act, 1993. Subsequently, a meeting of the Gram Sabha was conducted and the issue was discussed. Accusations and counter accusations took place in the Sabha that lasted for more than four hours and finally the Gram Sabha passed the resolution for removal of the *Koshadhayaksha*. The recommendations of the Gram Sabha were forwarded to CEO of the Janpad Panchayat Gandhwani who later issued the official notice for the removal of the Koshayadesh.

3.7 Activating the Standing Committees

At the time of the commencement of the project, the statutory provisions required the formation of 8 standing committees of the Gram Panchayat. The committees had been formed only on paper and merely to fulfill the formalities. The members themselves were not aware about their membership in a particular committee. The Project officers first procured the list of the members for all the 8 standing committees and thereafter contacted all the individuals whose names had featured in the list. These members were then trained and oriented about their roles and responsibilities. Their names were written on the walls of the Panchayat Bhawan and in other Community places. Children of the members read the names of their father/mother and informed them about their membership in cases where the members were illiterate.

Instead of classroom trainings the key persons of Gram Panchayat and the eight standing committees were involved in all stages of identifying the village needs, negotiations with Gram Sabha about contributions and preparing and submitting proposals to respective department. Thus it was ensured that the representatives had a chance of learning by doing.

The number of standing committees were later on deactivated as per the Amendment of 2004 and the three new Committees were formed. Thus the Project was quick to actualize the Amendments

in Policy. Currently, all the 4 Committees viz *Nirman Samiti, Shiksha Samiti, Swasthya Samiti* and Village Development Committee comprise of elected members from all the wards (*Panches*). The Sarpanch and the Upsarpanch are the President and the vice president, respectively, of all the Committees. The intention was to build a synergy between Policy changes at the state level and the corresponding changes at the field level. Thus it needs to be reiterated here that it was only because of this innovative approach of *In-situ* capacity building that the Polciy Amendments could be actualized at the field level, else there exists a state of confusion and dilemma even at the official level about the actual status of Committees now. The need for intensive hand holding measures to actualize policy amendments gets highlighted through this example.

One step closer to destination

Nad village, inhabited by the Bhils, is situated in a hilly area, 5 km interior from Ranapur-Pitol main road and is connected to village Ranapur by a single kachha road about 15 km in length. The village comes under Kalapan panchayat. Deprived from other basic amenities, the villagers also suffered acute problem in accessing health services in absence of any health care centre, many a times resulting in deaths caused due to prolonged illness or due to financial burden. The nearest health centre is in village kakradhara, which is 8 km away from here. 80% of villagers were thus unable to access health services.

ASA took initiatives to strengthen the local governance and a series of community meetings, discussions, trainings and *sammelans* were conducted to sensitize people on *Panchayati Raj Adhiniyum* and their rights and duties. During one such training organized for orientation of health committee, people voiced their concern about the prolonged absence of any visits on behalf of any of the village level health workers. After discussion and getting inputs from ASA representatives, they decided to send a proposal to Block Medical Officer regarding the irregular visit by health worker. A copy was marked to the Health worker also. Intense follow up, with constant support from ASA team, ultimately lead to a stern instruction by the BMO to the Health worker to make regular visits (minimum once in a week) to the village and provide health services to the villagers. He was also given a written warning that he would be suspended in case of any irregularity. Since then he is performing his duties properly, he comes every week and distributes medicines.

This intervention has not only facilitated easy access to health facilities and timely guidance for referral services but also increased people's confidence and their belief in the role of awareness and collective action for proper functioning of PRI and other Government system. Now they have started taking more interest in other village level issues that will together add to more empowered and functional system within the village.

One of the villagers rightly pointed out "*we have started our voyage and may be this is just a single step but still important as every step decreases the distance by one and now we are not going to stop here. We will continue to strive till we get what is rightly ours*".

Issue specific trainings were also held for the different Committees. For example, the Agriculture Committee of Gausar in Jhabua was trained at the block level by the Agriculture Department.

The Agriculture Committee of Gausar utilized the learnings from their trainings. They spread the message amongst all the farmers to set afire their farmlands. This would prevent the moths from laying eggs and would result in lesser crop loss in the next season. This practice proved to be beneficial for all the farmers.

In Gandhwani, the Committees were activated and the mandatory Register made for each Committee. This register was used to record the proposals of the Committee, which were also presented in front of the Gram Sabha. The follow-ups on each of the proposals were also recorded in this Register.

3.8 Creating the Gram Kosh

Grain bank and seed bank were initiated in all the villages. The provision under the Gram Swarajya Act was used and the community mobilized to contribute towards Grain bank. In Gandhwani, the *Yojana Dal* was informed about the concept of Grain bank and they decided to initiate the concept in their villages. The Gram Sabha decided the amount of contribution required for the Grain Bank.

Towards self reliance

Village Gavsar, 14 km from Ranapur block is totally a tribal village. The ASA team here carried out many activities and programs to build the capacity of PRI representatives and to mobilize the people. The striking feature about this village is the forthcoming participation of the villagers and their immense ability to take part in initiatives for community development activities. This collective spirit combined with ASA's interventions resulted in the initiation of a Seed Bank which today boasts of 200kgs of seeds stored in it.

The following conditions led to the formation of grain bank:

- The poor quality seeds were available from *Sahukar* whose efficiency in terms of germination was only 40%.
- Double the quantity of seeds taken was to be returned back to him.
- Freight charges as additional financial burden.
- Food grain crisis during rainy season.

Taking into consideration all these factors ASA provided the villagers with seeds for the Kharif season and it was decided during discussions that a grain bank would be formed and seeds distributed as per the requirement of the beneficiary. With the initial help from ASA, the farmers consented that they themselves would contribute seeds to the Bank and took the onus of keeping the seeds as a revolving fund.

After harvesting some of the farmers donated seeds but rest didn't as they were bit doubtful regarding storage facilities. To solve this issue of storage, the ASA team suggested farmers to involve Panchayat. But when this proposal was discussed in the Gram Sabha, the Sarpanch seemed reluctant to bear this responsibility. Then ASA team again motivated the community and persuaded the Krishi samiti to raise this issue in Gram Sabha with a stronger stand. The Sarpanch had to agree due to their pressure. The grains are now kept with the Panchayat. It is a good start and it is hoped that the community will continue to build on this grain bank. The seeds have been distributed twice with 100% recovery of principal and interest amount.

3.9 Empowering the Panchayat to use the Revolving Fund

In Ranapur, after a series of discussions in the panchayat meetings, it was agreed that a portion of the revolving fund would be used for construction of dugwells for the poorest farmers who have no source of irrigation. The support from the project was to a tune of Rs 10000/ for each well and the rest was to be shared by the beneficiary. The management of the fund was through the Gram Panchayat. 5 wells have been completed so far. Out of the total cost of Rs 105610, the project contribution has been 50000/ and the cost sharing from the beneficiary has been Rs 55610/. Around 5230 kg of crop seeds were distributed through the panchayat to 361 beneficiaries costing Rs 130000/ with a condition that double the seeds will be returned to the panchayat. A portion of the seeds returned has been sold by the panchayats and the amount has been deposited into a separate account maintained by the GPs, which will be used for contingencies.

In Gandhwani, an innovative experiment was undertaken to use the Revolving fund. The Revolving fund was called the *Phirki fund*.

A series of meetings with the sarpanch and secretaries of all the panchayats were conducted for discussing the modalities of using the revolving fund. It was decided during these meetings that TAAL would write a letter to all the sarpanches asking them to get a resolution passed in the Gram Sabha of their respective panchayats. This was to get the consent of the community. The sarpanches and secretaries agreed for using the fund in the form of seeds in the first round as they can take it back in the form of seeds from the farmers. After the first round the revolving fund could be given for other purposes. An institutional agreement was made between the Sarpanches/ Secretaries and TAAL project officials. This was done on a stamp paper of ten rupees.

After getting the proposal from the Gram sabha, the list of farmers and the quantity of seeds was finalized. This option was finalized after a series of meetings exploring other options. The objective was to protect the farmers from the clutches of the Sahukars and give them a fair deal. The beneficiary list was made. The seeds were then purchased and distributed accordingly. A second level of institutional agreement between the Panchayat and beneficiary was also made to make the process completely institutionalized.

A total of rupees 79,725 has been given to beneficiaries from four panchayats and 3630 kgs have been distributed among the beneficiaries.

CHAPTER IV

Mobilizing fund flow for development

4.1 Galvanizing fund flow through Government schemes

One of the prerequisites to development is the availability of financial resources. It is a well known fact that there is no dearth of resources for development of villages. There exists a wide variety of carefully planned schemes which have been designed bearing in mind the needs of the rural community. However, despite the existence of so many resources, the schemes largely remain un-utilized primarily because the villagers are either not aware about it or are hesitant to avail it because of procedural complications. In such a scenario, it was felt essential to ensure the utilization of schemes and thereby improve the fund flow in the villages. This would serve a variety of purposes like awareness generation about the amount of funds available for village development, confidence building of Panchayat representatives, establishment of credibility of Panchayats performance and the capacity building of Panchayat representatives about the process of getting proposals made and following it up till it is sanctioning.

ASA takes pride to quote the achievements of the project which tells that Rs.18.62 Lacs per GP during the First Year (FY) of the Project (2003-04) as against an average of Rs.4.16 Lacs in FY 2002-03 (pre project period), which is 5 times higher than the pre project period. For natural resources development activities for livelihood promotion, the fund flow per GP has been Rs.10.19 lacs in FY-03-04 in contrast to Rs.0.44 lacs during the pre project period of FY-02-03, an increase of 23 times. In the neighboring GPs which are not supported by the project and have been considered as control GPs, the fund flow during FY-03-04 has been more than 3 times lower than the project supported GPs. In case of natural resources related activities, the fund flow has been 13 times lower in the control GPs than the project GPs during FY-03-04 (Table 4.1).

Table 4.1 Resources generated through Government Schemes – a comparative scenario

	Activities undertaken by Project panchayats before project- (02-03)		Activities undertaken by project panchayats during project period		Activities undertaken by neighboring panchayats during project period	
	<i>NRM</i>	<i>Others activities</i>	<i>NRM</i>	<i>Others activities</i>	<i>NRM</i>	<i>Others activities</i>
Total fund mobilized by GPs	4,84,975	40,98,308	112,15,883	92,72,200	8,42,852	51,37,842
Average/GP	44,088	3,72,573	10,19,625	8,42,927	76,622	4,67,076

Table showing the resources generated by Panchayats of ASA and TAAL project area. Primary sources

The above table also conspicuously reveals the change in the pattern of resource flow. Prior to the project intervention, the resources were concentrated more on other activities, which were undertaken regardless the need of the community. The scope of pilferage also lies more in other activities. As opposed to the usual trend, the fund flow pattern has a distinct leaning towards NRM activities, which in the environmental context of the project area is much more relevant and spells the need of the community. A comparison with the resource pattern in control Panchayats reveals that the funds spent in other activities is nearly six times more than that spent for NRM activities.

Fig 4.1 and Fig 4.2 show the panchayat wise details of the funds approved for NRM and other activities respectively.

Fig 4.1 Government funds approved for NRM purposes in the project panchayats

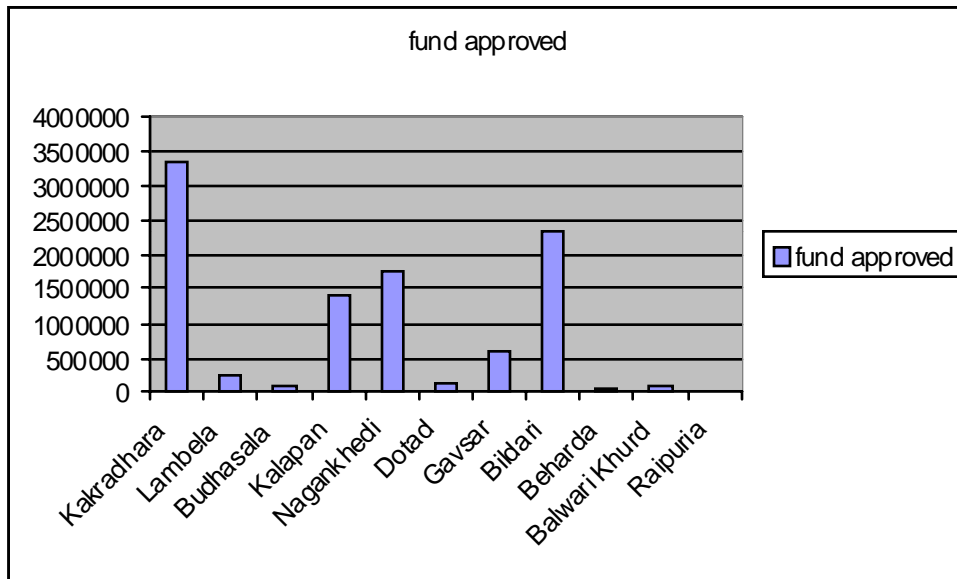
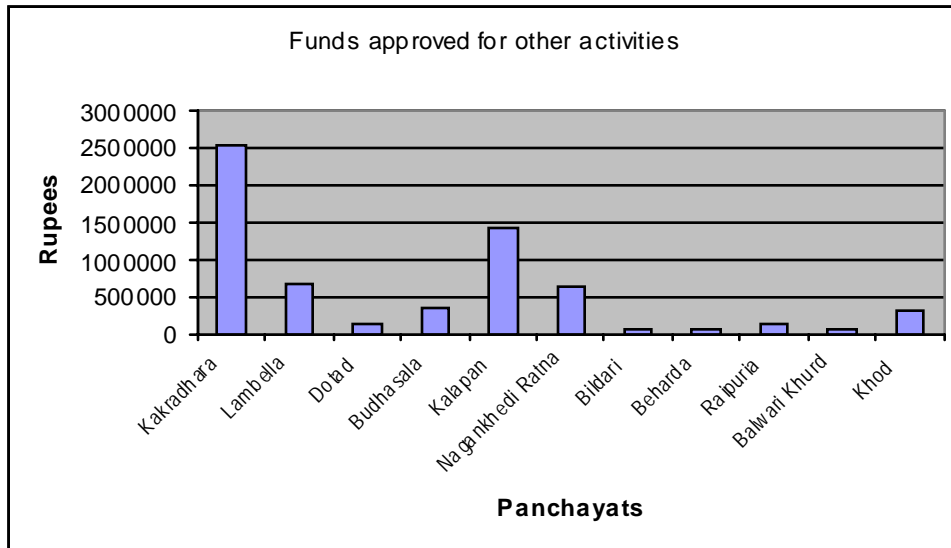


Fig 4.2 Government funds approved for other activities in the project panchayats



Kakradhara Panchayat has performed better in both NRM and other activities. The reason might be attributed to the fact that during the Project duration the Panchayat elections had resulted in change of leadership in most of the Panchayats. This implied a reorientation of the elected representatives and therefore a loss in the pace of the project. However, in Kakradhara, the leadership was repeated and the same Sarpanch was reelected. Therefore the tempo of the project could be maintained.

4.2 Sufficing the needs of the Community through the use of Government funds

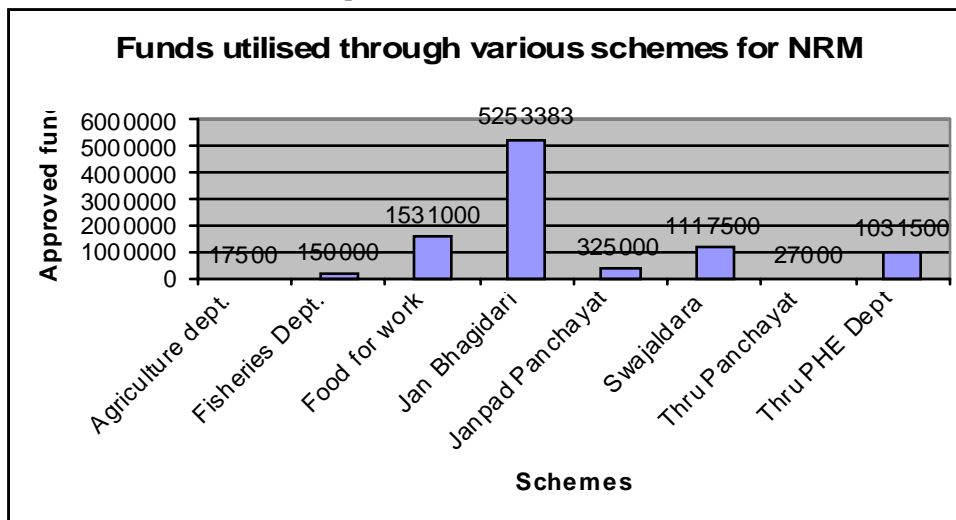
Apart from a meteoritic increase in the fund flow into the villages through the schemes, the proposals facilitated by the ASA team catered to the long pending needs of the community. It also enlightened the Panchayat representatives and the community on the number of schemes designed for meeting their welfare.

4.2.1 Funds mobilized for NRM related activities

Fig 4.2 represents the schemes and the respective funds approved during the project period. The details of the funds from various schemes have been given in (Annex III Table 4.2). A total of rupees 100,21,883 were approved for NRM activities, out of which rupees 84,40,883 have already been disbursed and disbursement is awaited for rupees 65,59,418, out of which around 63 lakhs are under the NFFW scheme, which has been implemented just a few months back.

The graph reveals that funds could be mobilized mainly through three line Departments of Fisheries, Agriculture and PHE. The funds from Janpad Panchayat and through other resources of Panchayat are comparatively miniscule against the funds mobilized from other Departments. This has clearly been able to break the commonly perceived myth that Panchayats have very little funds for their use and that the upper tiers of Panchayats are their main funders. This depiction therefore has high implication in breaking the prevalent thought process among the Panchayat representatives, and Gram Sabha in general, that there is paucity of resources in the name of village development. Secondly it also implies that Village Panchayats can mobilize funds for their development from many other sources than just the Zila Panchayat.

Three schemes have been used maximum, out of which the share of allocated and approved fund is maximum for the Janbhagidari scheme. The design of this scheme makes community participation mandatory and therefore, dual purposes could be solved through the utilization of funds under this scheme. On one side, it helped in galvanizing the un-used resources for the benefit of the community and on the other side, it helped promote community participation and therefore became a tool to improve social cohesion.



4.2.2 Funds mobilized for other activities

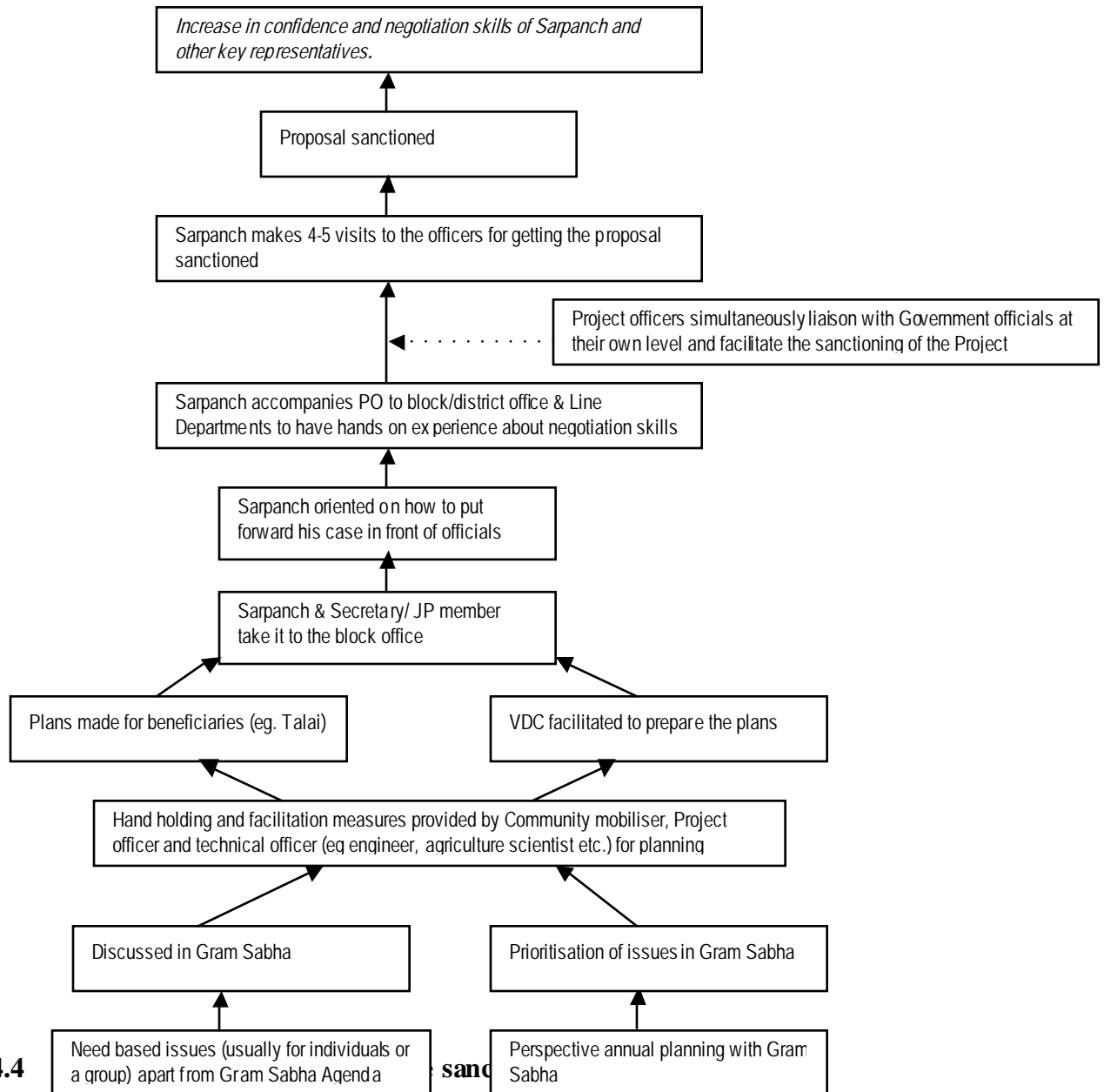
A total of rupees 64,21,200 have been approved for other activities through various schemes. Around rupees 56,31,200 have already been disbursed to the Panchayats (Annex IV table 4.3).

4.3 Learning by doing

A bi-pronged strategy was deployed for mobilizing resources through Government schemes. On one hand, the process was used to give hands on learning experience to Panchayat representatives and on the other hand emphasis was given on mobilizing better fund flow into the villages. This approach ensured that a tangible difference is made as a result of the interventions.

The negotiation skills of the Panchayat representatives have been built up with repeated exposure to the block and district officials. The Project officers used to orient the Sarpanches on how to put up their case in front of the Line Departments and other related officials. The Sarpanches were urged to make repeated visits to the District offices for getting their proposal passed. The Project officers on their part also used to go to the concerned officers and ensure that sanctioning process went ahead. The hurdles at each step were understood and negotiations made. The Sarpanches were accompanied with the Project team in many of their repeated visits to the District head quarters. The Sarpanches were guided and helped to put forward their case in front of the officials. The repeated exposure helped the Sarpanches to gain skills to handle the process of negotiation and required pursuance for getting schemes sanctioned.

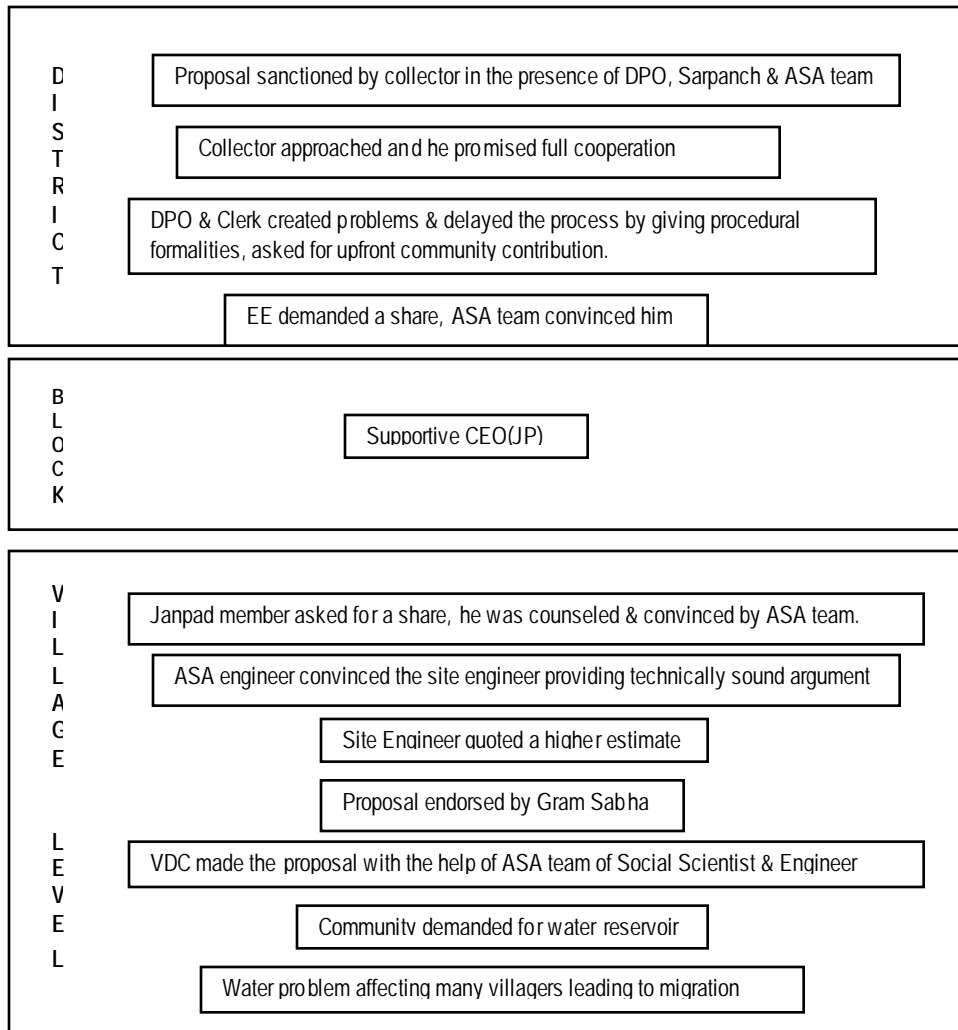
Fig 4.3 Developing capacities of Panchayat Representatives through hand holding



4.4

The process of getting proposals made and sanctioned for utilization of funds under a particular scheme has involved tireless efforts on behalf of the Project officers and their perseverance bore fruit, as is evident from the increase in fund flow to the villages. Fig 4.4 is a depiction of the process followed for getting any scheme sanctioned.

Fig 4.4 *Overcoming hurdles faced during resource mobilization – A representative case*



The case study of the making of the water reservoir in Kakradhara, Jhabua is a representative one and highlights the process followed for many such cases in the intervened villages. The processes followed have been depicted through a flow diagram, starting from the need of the community at the village level to the hurdles faced in the sanction at the village, block and district level. The role of the SHT has been crucial in getting the sanction of most of the schemes for the various villages. The entire process took 3-4 months of rigorous follow up and finally the proposal was sanctioned. An approximate amount of rupees ninety thousand could be prevented from pilferage, through the negotiation of the SHT. The process followed has been more or less similar in all other villages where the Project team has been able to galvanize flow of resources in the village. The detailed case of Kakradhara has been presented in Box 4.1.

Striving with perseverance leads to success

Kakradhara village panchayat, is 14 km from Ranapur block on Ranapur -Pitol road. The village has a population of 3300, comprising mainly of Lohar, Jain, and Bhil community constituting.

The planning exercise in the village revealed the pertinent problem of water scarcity for irrigation purpose. Therefore, construction of a check dam and a pond were proposed for Dodiya and Parmar Phalia. This proposal was endorsed by the Gram Sabha and sent for further approval. ASA representatives took this proposal to the Collector and who agreed to sanction for the project with a clause of 25% cost sharing from villagers' side. After discussions and meetings with the Gram Sabha, it was finalized that, as they are unable to contribute in cash so it would be in kind i.e. in terms of labour. Thus a letter to this tune was sent to the district administration as per their official requirement assuring them of 25% contribution.

The actual hurdles started at this stage. As per the required procedure, a technical sanction was to be sought from the Sarpanch. The sarpanch, as is the usual practice, demanded for a commission. ASA staff, with support from villagers had to convince the sarpanch on what is expected from the sarpanch, on his role in good governance, the importance of winning people's faith, serving the community, his responsibility as a people's representative, long term development perspective for the village and so on. Ultimately the sarpanch got convinced, though half-heartedly. The next stage was to get the proposals forwarded by the CEO JP after approval from the JF President. Since these two officials were good friends of ASA, so the proposal had a smooth sailing to the next level of RES Department. The Sarpanch and some other Panchayat members accompanied with the ASA staff, made several visits to the Department. Every time some thing or the other was asked to be redone in the proposal, which was rather unimportant. After many visits and not relenting to their requirements of commission, the Technical Sanction could be ultimately sought. The next stage was to get the Administrative sanction from the DPO. This proved to be the biggest hurdle and took the maximum time. The concerned officer at this level proved to be very difficult to convince. So the Collector had to be contacted as a final resort. The cooperative attitude of the Collector proved to be a boon and the Project got immediately sanctioned. The DPO was summoned to the room of the Collector and ordered to release the funds immediately. However even after this instruction, it took another month before the fund was released.

This was not the end of problems, the villagers expressed their concern about the low quality of work being done by the government field level staff of the Irrigation dept. The PRI representatives and other villagers then complained to ASA office and the case was subsequently taken up with the chief engineer, who promised full support. At last, with timely intervention by the official and constant monitoring by the panchayat, the construction work could be completed satisfactorily.

During this entire process, the sense of ownership, responsibility, patience and constant endeavor shown by the people was indeed remarkable. This episode served as a confidence building exercise, helped increase the negotiation skills and instill leadership qualities in the key people involved. This episode saw the spirit of Panchayats being exercised in the true sense.

4.5 Building linkages with Line Departments

The Project officers had to liaison and build linkages with all the concerned Line Departments (Table 4.4). This relationship ensured speedy sanction of proposals in the later phases of the project. Apart from this, relationship with financial institutions was also established. This made availability of credit and loans easier and quicker. All these linkages proved to be a catalyst in mobilizing financial resources through Government schemes for individual and common property use.

Table 4.4 Linkages with Line Departments

School Education Department
Agriculture Department
Animal Husbandry Department
Women and Child Department
Rural Development Department
Public Health Engineering Department
Water Resource Department
Revenue Department
Jhabua & Dhar Gramin Cooperative Bank
State Bank of Indore
Oil federation, Dhar

4.6 Internal resource generation by Panchayats

The Panchayats were mobilized to generate internal resources through tax levying tax on common property, which comes under the Panchayats. A total of rupees 1,75,000 were generated in the form of internal resources from Panchayats in Ranapur, Jhabua. The main sources of income were taxes levied on the use of electricity, especially in the local markets, cleanliness, and fishing on ponds etc.

Promoting Panchayats in the implementation design of NFWW programme

During the District advisory committee meeting, the project officers shared the deliverables, which were in line with the project document. ASA advocated the management of NFWW Programme through the transfer of funds to the panchayats and the technical support from the respective department. The collector acknowledged the idea. ASA was made the facilitating organisation for the implementation of the programme. ASA's strategy to promote panchayats faced opposition from several vested interest groups and ultimately ASA had to resort to a public hearing mode to clear their stand.

Facing opposition to Promote Panchayats

The National Food For Work Programme is run by the Central Government in Jhabua in order to check the migration of villagers.

ASA was allotted to implement the programme in 55 villages and received Rs. 86,81,000.00. The strategy adopted was to channelise the NFFW funds through the Panchayats (a separate bank account was proposed to be opened at the GP level for this), mainly to maintain transparency towards the local community and as a capacity building initiative for the GPs to manage funds effectively and to increase the stake of the GPs in their village development

Series of workshops were organized at the block level with the sarpanches and other PRI representatives at the GP and JP level to explain the programme and the implementation strategy of ASA. These workshops also served the purpose of knowing the willingness of the representatives towards the proposed strategy of implementation of the NFFW programs.

The strategy was that the Panchayat will form a WDC (Watershed development Committee) with Gramsabha consensus, open a separate bank account (where the President of the WDC, Sarpanch and panchayat secretary will be the signatories) and will jointly operate the account and receive the funds from ASA under NFFWP. Out of 35 Panchayats (of the 55 villages), 28 Panchayats agreed to the concept and signed the agreement. The GPs also consented to the idea of contributing 10% of the funds from their regular panchayat resources towards the NFFW works be it in the form of shramdhan or cash contribution. This would ensure community ownership and provide strong sustainability to the Project. Many GPs volunteered to contribute and some disagreed also. This was not a compulsory condition. It was also agreed that though the GPs would be in the forefront to implement the work at the village level, ASA would remain doing the overall supervision i.e. providing all technical support and community mobilization support.

This approach and strategy prevented pilferage at various levels and therefore stopped the illegal source of income of many people. The local media, political parties and other vested interest groups, seeing no opportunity to shell out monetary benefits from this approach, ganged up against ASA and unnecessarily tried to tarnish their reputation by publishing and telecasting all wrong information about ASA. Especially the 10% contribution was misinterpreted as 10% commission being collected from the sarpanches in return for allotting projects to the panchayats. Later it was told to one of the ASA team members that since ASA does not oblige the local media, press, political leaders and of course the administration, therefore all this was deliberately done.

As a last resort, ASA had to organize a Press Conference in order to clarify their stand. The local media were also invited to visit ASA's field to verify the quality of our work in the field, be it on the community mobilization front or technical front.

An evaluation was done by district administration. The officials of the district administration, who visited the field and work sites found every thing in order. The people from the district administration who came to do the evaluation commented that ASA is trying to do noble efforts in the wrong place.

CHAPTER V

Monitoring mechanisms for the project

The monitoring of the project was done at two levels. One was specific to the organisational monitoring of ASA and TAAL and the second one was by virtue of the Program design and involved other stakeholders apart from the NGO teams.

Organisational Monitoring of the project

The program management hierarchy constituted of Program Leader (PL), at the Head Office level responsible for overall program, Program Coordinator (PC) at the field level with responsibility of project management, and Programme organizers (PO)/other team members, who work under the leadership of the PC in the project implementation.

A MIS specific to the project was in place to monitor regular progress of the project. Monthly Physical and financial progress reports were to be submitted to the PL, Along with the plan for coming month.

The PC reviewed the progress on a monthly basis and the Field Team on the basis of agreed action plans and the progress during the period. The Programme Leader attended these meeting from Head office. Once in six months the stock taking of all the projects took place leading to course correction, strategic changes in projects and programs and cross sharing of critical learning among the other programs.

Weekly review meetings of SHT members along with field volunteers was an important feature and served the purpose of planning and matching achievements vis-à-vis previous plans. In order to build synergy between ASA and TAAL, a six monthly sharing workshop between TAAL and ASA was organised by ASA. Regular field visit by the Project Leader was made to TAAL project area.

Project Monitoring cum Advisory Committee (PMAC) at Block Level

There was a Project Monitoring cum Advisory Committee (PMAC) at the level of NGO partner/block. This committee was responsible for overseeing the functioning of the project at the block level.

The committee constituted of:

- All Sarpanchs of the identified Grampanchayat of the block
- President of Janpad panchayat
- Chief Executive Officer of Janpad panchayat
- NGO leader
- Representative of ASA
- Team leader of the SHTs in the block as member secretary

The committee was responsible for:

- Smooth implementation of the project
- Suggest improvements in implementation
- Plan the activities and expenditure in the project

The accountability of the project was therefore towards this committee. This committee served two important purposes. Firstly, it built accountability to the stakeholders and secondly, PRI leaders had first hand experience of chairing and participating in formal committees. The

committee played an important role in ensuring the quality of support that SHTs, NGOs and ASA provided to them.

2 meetings of the PMAC were held during the course of the project.

Block Level Learning Group

The BLG was formed for the purpose of cross learning. The BLG comprised of district heads of all key departments, Janpad Panchayat, and sarpanches of Gram Panchayats. This group also made valuable suggestions and recommended further issues to be tackled in the project and explore up-scaling of this approach in the district and elsewhere.

Meetings of the BLG took place almost every month.

CHAPTER VI

Key impacts of the project

The previous sections of this document describe the genesis and the processes of the project. This chapter highlights and summarizes some of the key impacts from this project.

Increase in public investment at the Gram panchayats

The most significant impact can be observed in the increasing ability of the Panchayats to mobilize financial resources from Government schemes and Departments. An assessment indicates that the project supported Gram Panchayats (GPs) have been able to mobilize an average of Rs.18.62 Lacs per GP during the First Year (FY) of the Project (2003-04) as against an average of Rs.4.16 Lacs in FY 2002-03 (pre project period), which is 5 times higher than the pre project period. For natural resources development activities for livelihood promotion, the fund flow per GP has been Rs.10.19 lacs in FY-03-04 in contrast to Rs.0.44 lacs during the pre project period of FY-02-03, an increase of 23 times. In the neighboring GPs which are not supported by the project and have been considered as control GPs, the fund flow during FY-03-04 has been more than 3 times lower than the project supported GPs. In case of natural resources related activities, the fund flow has been 13 times lower in the control GPs than the project GPs during FY-03-04.

	Activities undertaken by Project panchayats before project-(02-03)		Activities undertaken by project panchayats during project period		Activities undertaken by neighboring panchayats during project period	
	NRM	Others activities	NRM	Others activities	NRM	Others activities
Total fund mobilized by GPs	4,84,975	40,98,308	112,15,883	92,72,200	8,42,852	51,37,842
Average/GP	44,088	3,72,573	10,19,625	8,42,927	76,622	4,67,076
No of GPs						

Table showing the resources generated by Panchayats of ASA and TAAL project area. Primary sources

Building synergy between Resource flow and Community needs

As is clear from the above table, the resource mobilization before the Project intervention focused on other activities. The other activities, more often than not, are superimposed on the villages as per the planning of officials and Departments from the district level. They generally do not address the livelihood demands and needs of the community. On the other hand, during the Project intervention period, maximum resource channelization is on Natural Resource Management activities. Thus this resource flow is a direct manifestation of addressing the need of the community. It is an indicator of bottom up planning as opposed to the prevalent top down approach.

Mobilization of internal resources

Another important change has been in the areas of GPs getting serious about generating internal resources for developmental and maintenance activities. The GPs have on an average raised internal resources of Rs.25000/- annually by imposing taxes on usage of water for irrigation from

community tanks, on tap water connection, fishing rights from community tanks, service charge on cleaning of village market place, developing grain banks and so on, This seems an encouraging start especially where there was no history of internal funds mobilization.

Making a tangible difference in the development scenario of the intervened Panchayats

The efforts during the Project intervention phase bore fruit in most of the project area. Apart from the soft components like confidence building, enhancing leadership etc. the project could make visible difference in the village development scenario. A clear map of pre and post project intervention is a visible indicator of the difference the Project has made (See Annex V for an example).

Improving the planning and monitoring skills of Panchayat Representatives

As a result of this two year intervention, the project can now boast of building the foundation of strong and visionary leaders at the grassroots. There is a marked increase in the planning negotiation and monitoring skills of many of the Panchayat representatives due to the *In situ* model of capacity building.

Better accessibility to the Line Departments

The accessibility of the community to the various line Departments has increased drastically over the two-year period. This in turn has mitigated the negative fallout effects arising from the invisible curtain of inaccessibility to the Line Departments. Enhanced accessibility has also been able to reduce the communication gap between the villagers and the Line Department officials, to some extent.

Enhanced services of line departments

Constant interactions and exposure visits for line department functionaries have redefined the role of the functionary of the line department and instilled a sense of responsibility. The visits of functionary of line departments have increased in the village (eg: regular presence of Anganwadi worker, Teacher, Rural Agriculture Extension Officer, ANM, 100% coverage during pulse polio campaigns)

Increase in awareness level about PRI among general electorate

With the SHTs undertaking series of activities and events relating to capacity building and having continuous discussions with the community at the village level, an increase in the awareness about what panchayat can and can not do, procedures to get schemes in the village, preparation of village plan, etc. is visible. Participation in Gram Sabha is taking a definite shape. Increase in number of members, seriousness in discussions, people taking more interest in PRI affairs, meetings in an organised manner with follow up of decisions taken in earlier meetings and preparation of Action Required Report, are some of the elements that are gradually taking roots. There has been more than 15% increase in voting in the PRI election held in February '05 than the last election.

Preparation of village plans

The village micro plans and the consolidated perspective Gram panchayat plans were prepared for all the project villages. There is definitely a clearer vision of the road map among the GP and the villagers as far as village development is concerned.

Transparency

Attempts have been made to paint village development plans including the beneficiaries and budget in a common place in the village for transparency. The muster roll and payment sheets are read out in the gram sabha meetings. The physical and financial progress is reported and action plan for the coming month is reported by the GP representative. The responsibilities to pursue the action points are delegated in the meeting itself. Gram sabha meetings are gradually becoming a regular event.

Cost Benefit of the Project

The total management cost of the project is Rs.42 lakhs, which is about Rs 90,000 per village per year. This investment is required for at least two years to bring them to a level where people have gained experiences of good governance and downward accountability. If only the financial benefits are taken into account, i.e. the increase in investment per GP, the project facilitation has already resulted into 3.5 times more funding to the GPs than the earlier situation.

All these can be attributed to the in situ support being provided by the SHT on a continued basis. It is increasingly being evident that for the 73rd. amendment to work on the ground one needs to take more proactive approach in PRI capacity building than relying solely on the class room trainings. Providing right information at right time and getting into the nitty-gritty of **how to do it** are found to be the crux of the SHT approach.

Proving ASA's caliber as a support agency

The success of the project in Gandhwani is evidence to the efficient role played by ASA as a support agency.

Assisting a high Caliber Voluntary organization to establish base in Remote area.

With the successful implementation of this project in a completely new area of Gandhwani, TAAL has now been able to have a firm grip as an implementation agency in Gandhwani.

CHAPTER VII

Policy Influencing

Panchayat intervention was a new area for ASA and therefore the project was not very ambitious about its outputs. Not much was expected from the angle of policy advocacy since the project intervention was in a nascent stage. However, some very useful areas did emerge during the implementation of the project, which had a substantial impact especially on the District Administration. Some of the key areas where the project could influence at the policy level have been detailed below.

- ***Convincing the Government to give financial and institutional support during the implementation of the Project***

As has already been mentioned in Chapter 2 of the document, the ASA team could convince the Department of Panchayat and Rural Development at the state level to extend support for this new experiment of capacity building. This support had percolated to the district level as well and had made things much easier for the project team at their project areas.

- ***Advocating the adoption of two of the project villages in Jhabua under the Gokul Gram scheme***

Government of Madhya Pradesh launched the scheme for Gokul Gram where in all the government services are to converge on selected villages in the block. Two of the project villages, were selected under the Gokul Gram. The project conducted a workshop with the block level officials of different departments and to develop a joint strategy for the implementation of the scheme. This strategy was shared with the Gram Sabha and where in they were also informed about the scheme and its implementation.

- ***Influencing the District Administration to adopt tried out NRM techniques for Gokul Gram Scheme***

The technology of Sloping Agricultural Land Technology (SALT) is designed to limit soil erosion on the slopy lands by adopting vegetative measures. ASA has been following this technology in the project villages. This was shared with the collector. The collector of Jhabua has been convinced of this technology and has given a instruction that this technology should be adopted in all Gokul gram villages in Jhabua.

- ***Advocating the SHT approach of Capacity Building to the Planning Commission***

Undoubtedly the SHT approach has larger relevance. Encouraged by the initiatives taken up by the present central government for PRI strengthening (viz. round table by the PRI ministry, Prime Minister's expression of interest for district level planning and untied central fund for its implementation, etc.), ASA had taken up the initiative of sharing the project's approach with the Planning Commission of India. A formal meeting was held with Mr.B.N.Yugandhar, Member, Planning Commission on 18th. November 2004 where the honourable Member was appraised about the project approach and the results observed so far. It was proposed that SHT approach for PRI capacity building can be tested in few more states to validate its effectiveness for wide scale

replication. The Honorable Member had shown interest in ASA's proposal of scaling up this experiment in the form of a pilot project in few more states and encouraged the organization to develop the concept into a proposal.

A proposal to this tune was submitted to the Ministry of Panchayat Raj Institutions in November 2004. **The proposal** has the objective of upscaling the SHT approach of PRI capacity building. The proposed project would cover 3 states namely, **Madhya Pradesh, Chattisgarh and Rajasthan** covering 9 districts and in each district 2 blocks will be covered, i.e. 18 blocks. The idea of covering three states is based on the rationale of broad basing the concept of SHT in diverse socio-political context and allow this approach to gain momentum and ripple effect within the government, NGOs and donor community gradually. The proposal has been approved at the Central Government level and awaits approval from the concerned State Governments.

▪ ***Influencing the District Administration***

ASA has been working in Jhabua since almost a decade now. They have established their credibility in creating successful exemplars. The results emanating out of this project were shared during one of the meetings of the District Level Learning Group. The Collector was impressed by the revenue generated by the Panchayats (internal resource mobilization) and expressed that this should be followed by the other panchayats as well. Secondly, seeing the impressive results from the Project, and especially the impact in terms of replication efforts of the exposure trips, the Collector requested the ASA team to take to all the Janpad Panchayat representatives of the Jhabua district for an exposure visit to the project intervened Panchayats as well as other exemplary Panchayats in Maharashtra and other districts of M.P.

CHAPTER VIII

Lessons Learnt and Conclusions

There are many learnings which can be drawn through this two year intervention. Many successful exemplars with probability of replication have been set up through the interventions. This section highlights some of the key learnings obtained during the course of the Project.

- ***The SHT approach is a workable model for the Capacity building of the Panchayats***

This innovative approach of continuous need based support being supplied on day to day basis has been able to make a dent in the socio-economic arena of the intervened villages, as is evident from the meteoric rise in resource flow. The credibility of Panchayat institutions has been established amongst the community due to the tangible impacts of high resource flow. The continued support and facilitation provided by the SHT was successful in building the skills of the Panchayat representatives. This model of capacity building, though requiring skilled and experienced human power, has proven to give a more sustainable dimension to capacity building and strengthening the base of the Panchayats.

- ***Slow transition of ASA from an implementing organization to a Facilitator***

ASA changed its functional mode from an implementer to a facilitator and a support organization. Though there were many apprehensions of doing justice to this transformed role, but their experience is a clear indicator that with cautious planning and good project management skills, one can always succeed in doing justice to changed roles.

- ***Rich knowledge of implementation is essential to become a good facilitator***

One of the main reasons for the success of the project was the rich experiential knowledge of implementation with the ASA team. In depth knowledge about the field realities gained while implementing helps give a pragmatic approach to all facilitation measures.

- ***Good Support to budding partner organization can help well meaning Civil Society organizations to become established***

TAAL being a organization and entering into implementation mode for the first time, had to start recruitments from scratch. The team here did not have the advantage as ASA, since the area of Gandhwani was a completely new field with very little known about the socio-cultural aspect of the area. This required careful recruitment of experienced people who could handle the project successfully in a completely new area. It is because of these factors that probably the pace of the project in Gandhwani suffered initially but took off very well after a few months.

- ***Flexible strategy enables better support and facilitation***

There was no water tight strategy for capacity building, rather the Project managers improvised and responded to the needs of the field. This micro approach, which gives liberty to project team to have flexibility and act as per the local needs, is perhaps the key to the success of this project. More often than not, the Development projects come in a packed compartmentalized design formulated by 'experts' sitting in cities and not having much knowledge about the field. This need driven and community savvy strategy suited the local context and was responsible for the success of the project.

- ***Applying theoretical knowledge in practical circumstances leads to better results***

In depth technical understanding of the laws and the provisions make implementation more successful and help in achieving the objectives of a project. The constitution of the Yojana Dal under the provision of temporary committees is witness to the advantages of a sound technical knowledge aiding in better implementation. The wise use of the provisions within the Act to ensure smooth implementation of the project is testimony to the application of technical knowledge for better implementation of Development projects.

- ***Initiating ground for unpacking the provisions of PESA***

The topographical setting in areas like Jhabua and Gandhwani lend a different hue to the socio-cultural, economic and political scenario of the villages here. The prevailing situation in these areas is such that PESA can be actualized only through an activist prescription. Given the constraints of exercising PESA immediately, the need of the hour is to first establish the credibility of Panchayats and inculcate the feeling of social security through the presence of an institutionalized body called Panchayats within their own village. This project has aimed to do exactly this and now gradually intends to actualize PESA. It needs to be mentioned here that PESA has not been successfully implemented anywhere in the state or the country till now. Therefore, this indirect method of trying to actualize PESA might work.

- ***Encouraging Women participation***

The Project had proposed its thrust area as promoting woman participation. However, the impact of investing in the capacity building of women is not as visible as other impacts. This might be attributable to various reasons. Firstly, although these tribal areas have a favorable sex ratio, yet the gender dimensions prevent women from securing a active space in the political scenario of the village. Secondly, the women are the major bread earners and therefore never get the time to participate in discussions. Thirdly, in a situation where Panchayats were non-existent, the first step inevitably is to establish the identity of the institution and then make a dent in the status of women there. The project duration was too small to achieve a substantial impact on the status of women. Nonetheless, encouraging examples, especially of women representatives from Gandhwani, are a ray of hope for the future.

- ***Ensuring livelihood security through Panchayats***

The project had emphasized on channelising resources for such components, which were posing a threat to the livelihood of the community. Examples check dams, ponds, stop dams etc. that were essential for irrigation and therefore would lead to better crop yield. This in turn reduces the intensity of migration and the subsequent ill effects of migration. The involvement of Panchayats for this particular task had an immediate impact about the power that Panchayats have since it directly affected the basic needs of the community. Therefore, while securing livelihood, the project could establish the importance and credibility of the Panchayat Raj Institutions.

Conclusion

This project is an evidence-based practice of the impact created through the approach of *in-situ* capacity building of Panchayat Raj Institutions. Given the required time limit, such an approach holds key to elicit strong peoples' institutions (PRIs) that can use systems of decentralized governance at village level to develop plans and execute them for their own development. The

project has succeeded in increasing capacities of the people based institutions and thereby improving people's participation in governance and making governance more responsive and effective. Continuous hand holding measures have led to the development and implementation of Panchayat development plans for undertaking development activities in the village. It has also promoted livelihood and food security thereby attempting to reduce the intensity of migration.

The defunct Gram Sabha and the standing committees have been activated and the roles and responsibilities realized. The selected trained villagers are expected to assume the role of agents of good governance trying to build social transformation, with continued support and facilitation, from agencies like ASA. A marked increase in resource flow, both external and internal, has strengthened the standing of the Panchayats and served as an instrument to establish their credibility in the eyes of the people. The project has laid the foundation of a new type of relationship between NGO and PRIs- that of a client and a service provider- as opposed to the traditional, soon to be outdated mode of benefactor and beneficiary.

The project has been able to validate its hypothesis that constant and qualitative facilitation to the Gramsabha and Gram Panchayats as against one off training event paves the way for more inclusive village governance system. The project was implemented in the Vth Schedule areas- a challenge in itself- and has high elements of replicability. It is hoped that the organization will be able to replicate this exercise and advocate for it's upscaling in the future.

While the project could stimulate the growth process of smaller NGO – TAAL- it has also set the indications of ASA's role in future in the changing scenario which increasingly advocates PRIs to take up main developmental role at the village level. The combination of support and field implementing organization for a concerted effort will be a new paradigm that this project has been able to pursue.

Annexure I: Format for Baseline & Action Plan

A. Baseline Format

1.BACKGROUND	
<p>VILLAGE NAME Panchayat Name Block</p> <p>Tehsil District State Project Cluster</p> <p>INFRASTRUCTURE</p> <ul style="list-style-type: none"> • Hand Pumps (Nos.) -functional -non functional (Reasons) • Stop Dams (Nos.) -functional -non functional (Reasons) • Storage Tank (Nos) -functional -nonfunctional (Reasons) • Linked by road • Electri fication -house hold -agriculture field • Schools(Govt) primary/middle/secondary - Anganwadi(location) - Poryawadi(location) • nearest PHC/ sub PHC • nearest Hat (market) • nearest Post Office • nearest Bank • nearest LAMPS (Sahkari Mandli) 	<p><u>Location</u>: for ex ample; 10 Kms. North of Udaigarh or 40 Kms. South of Jhabua, etc. A road map (how to reach) will be very useful.</p> <p>Average Rain fall & Seasonality:</p>

2. DEMOGRAPHIC DATA (Note: This column should be filled on the basis of house-hold survey conducted) see house hold survey questionnaire attached)	
<p>No. of Households (chullah) Falia wise break up Total Population(whole village) H/Hs with Land(whole village)</p>	<p>Population</p> <p>Male(above 16 years) Female(above 16 years)</p>
<p>H/Hs without Land(whole village) Female headed H/Hs(whole village)</p>	<p>Children (0-16 Yrs) Children (6-16 Yrs) Avg. Family Size</p>

LITERACY (Note: This column should be filled on the basis of house-hold survey conducted) see house hold survey questionnaire attached)	
Female(no.) :	Male(no.) :

3. SOCIAL ORGANISATION :			
caste/clan name	Falia name	no. of H\H	% to the total house hold of the village
1.			
2.			
3.			
4.			
Village Leaders	Name	Caste/Clan	
Sarpanch	Patel (Tadvi)		

4. LIVELIHOOD DESCRIPTION

4.1 WEALTH RANKING (Date of conduct)

Category	Number of H/Hs	% of H/Hs to the total	Description of Category
Total			

4.2 SOURCES OF INCOME (give Pie Chart indicating the different sources and their % age share to the total income of the village). Mention date of conduct of the exercise.

4.3 MIGRATION (of last season) date of conduct:

a. migration pattern

*Socio-economic category *no. of persons went *total migration days (approx.) *period

- 1.
- 2.
- 3.
- 4.

b. brief description about the kind of job they do in migration and per day average earning for female and male

c. Places they go for migration

4.4 SOURCES OF CREDIT

a. Write the items for which they seek credit (both productive and consumption)

b. Pie diagram of different credit sources for productive and consumption loans.

c. Seasonality of credit demand (both productive and consumption) and supply

indicating the sources also.

- c. Differential rates of interest on production and consumption loans, with or without Mortgage.
- d. Briefly explain the credit operation and recovery mechanism work in the village, for E.g. the role of middleman, the commission charged by him, etc.

5. GENDER :

5.1 DIVISION OF LABOUR

Activity Area	Main Activities Carried Out by Women	Main Activities Carried Out by Men
Agriculture Related		
Livestock/Fodder related		
Tree care/Planting		
Domestic		
Visits Outside village		
Wage labour		

5.2 A DAY IN WOMEN’S LIFE (should be done for each major season like monsoon, summer, winter)

5.3 ROLE OF WOMEN IN THE DECISION MAKING AT THE H/H LEVEL

- a. What is the role of women in decision making regarding marriage of any member of the family or even herself?
- b. What rights women have in incurring family expenditure?
- c. Whether the women are consulted while purchase of family assets?
- d. Women’s role in decision making of sending the children to the school.

5.4 PROBLEMS AND RESTRAINTS TO THE DEVELOPMENT OF WOMEN IN VILLAGE

6. LAND RESOURCES AND USE			
Note: All these information should be indicated in the Revenue map of the village. See Point no.13 for types of maps to be developed.			
Land Characteristics	Area (Ac./Ha.)	Soil Type	Area (%)
Total Area			
Forest Land			
Pasture Land			
Agri. Land			
Revenue Land			
Avg. Land Holding			

7. Agriculture Land
Note: Productivity should be calculated for rain-fed (or with out irrigation) condition. Same exercise should be done for irrigated condition also especially for Rabi

*Soil type * % age to total * characteristics * crops grown (kharif & Rabi) * productivity
Agri. land per ha.

Area for Kharif & Rabi

8. Land use (other than agriculture land)

- a. The present use of forest land
- b. present use of waste land(private and revenue)

9. WATER RESOURCES

Note: all the water bodies should be indicated in the Revenue map of the village with the local name. The location of structures (if any) should also be indicated in the map.

a. Nallah/river/pond

local name of nallah/river	water availability till	present use			
		Irri.	area in ha.	other use*	no. of h\h benefited

* Other use could be drinking for human being, cattle

b. Wells

well code no.*	owner	depth(ft.)	water availability till	present use			
				Irri.	area in ha.	other use	no. of h\h benefited

* Each well should be indicated in the revenue map and a code number should be given to each well.

10.a. CROPS & VEGETABLES		
	Variety	Area (%) covered
Kharif Crops		
Maize		
Rice		
Moong & Urid		
Tuar		
Minor Millets		
Jowar		
Rabi Crops		
Wheat		
Gram		
Vegetables		
Bengan		
Mirch, Kanchri, Dangra		
Valol Papdi		

10.b. The preferred varieties of each main crop (matrix ranking)

11. LIVESTOCK

Note: The information here should be filled on the basis of information collected through household survey. The survey format is attached

A.

Livestock	Average Number	Use
Buffalo		
Bullock		
Cow		
Goat		
Poultry		

11.b. Seasonality of diseases and local treatment of livestock

12. a. TREES AND FORESTS

Land Type	Area Under Tree Cover (%)	Species	Use
Forest Land			
agriculture land			
private waste/Pasture Land			
Revenue waste /pasture land			

12.b. Preferred tree species (matrix ranking)

12.c. Grass species available and characteristics. Preferred grass species and reason (matrix ranking)

12.d. Seasonality of availability of grass.

13. Fodder

a. Pie diagram describing different animal feed used including crop residue and their percentage share to the feed requirement

b. Seasonality of availability of animal feed

c. Fodder requirement for a average herd size of 10.

14. Fuel requirement per average household size of 7

15. DEVELOPMENT PROBLEMS (Prioritized):**16. Maps to be developed:**

Note: The Revenue map should be used as base map for all the following information to be indicated through colour and or symbol.

- Land use map: the ownership pattern of all village land
- Soil map: the locally perceived soil type
- Cropping pattern (of the last year): crop grown in the last year both in Kharif and Rabi in each field
- Existing sources of irrigation and coverage
- Land use for grazing / grass land
- All the wells with code no. (Dry and wet)
- All nallahs All the CPRs

- All the Houses (Tapra) with code number and the Households with code no.
- All other natural resources, viz, nallah, river (with colour code stating perennial, seasonal)
- Tree patches, tank
- Social infrastructures like school, panchayat Bhawan, Temple etc.

Also includes voter population, and list of Panchayat representatives

B. Village Action Plan

Prioritized issues	Estimated cost	Strategy	Responsibility

Proposal

About the Project

Objectives of the Project

Expected Outcomes

Form 2

Detailed Information of Construction work

Name of Janpad Panchayat ----- Name of Gram Panchayat-----
 Name of village ----- Code of Village as per 1991 census -----

Name of construction work	Code of construction work in Map	Location/identification of Construction work	Description of proposed construction activity		Description of present construction works			Estimation of man days required
			Dimension	Estimated cost	Dimension	Type of maintenance	Estimated cost	

Form 3

Any other specific information about the village

**Annexure II: List of trainings imparted during the Project Duration
ASA Project Area**

No.	Trg for	Village	Issues	Partici pants
1.	Project Introductory workshop	Ranapur-Block level	<ul style="list-style-type: none"> • Introduction to ASA and PRI project. Attended by president, vice presidents and members of panchayats, Janpad of all project villages	22
2.	Gram Sabha	Kakradara	<ul style="list-style-type: none"> • Functions & responsibilities of committees of Gram sabha Attended by villagers in general	33
3.	Watershed development committees	Ranapur	<ul style="list-style-type: none"> • Structure of WDC • Functions & responsibilities of WDC vis a vis panchayat Attended by committee members Micro plan preparation	20
4.	PRI members	Ranapur	<ul style="list-style-type: none"> • Their role in village development Attended by committee members Micro plan preparation	25
5.	Watershed development committee	Bori village	<ul style="list-style-type: none"> • Structure of WDC • Functions & responsibilities of WDC vis a vis the panchayat • Micro plan preparation trg Attended by committee members	24
6.	panchayat Secretaries	Ranapur	<ul style="list-style-type: none"> • Functions of secretaries • Book keeping • Gram Kosh, its importance and use • Budgeting Attended by of secretaries of 4 panchayat	4
7.	WSC members	Bori	<ul style="list-style-type: none"> • PRI • Importance of Gram Sabha • Participation of members and Gram Sabha in village development. Attended by members	20
8.	WSC presidents, secretary & gp workers	Bori	<ul style="list-style-type: none"> • PRI • Importance of Gram Sabha • Participation of members and Gram Sabha in village development. Attended by presidents and secretaries	7
9.	Women representatives	Pitol	<ul style="list-style-type: none"> • PRI • Constitution & functioning of PR committees 	40

No.	Trg for	Village	Issues	Participants
			<ul style="list-style-type: none"> • Importance of Gram Sabha • Importance of women's participation in village development. <p>Attended by women representatives from all villages</p>	
10	Agriculture committee	Pitol trg centre	<ul style="list-style-type: none"> • PRI • Constitution & functioning of PR committees • Importance of Gram Sabha • Functions of Agriculture committee <p>Attended by members of all project villages</p>	30
11.	SHG members	Dotad- SHG mtg	<ul style="list-style-type: none"> • Functioning of Gram Sabha and village committee • Old age pension scheme • Hand pump installation • Irregularity of school teacher. • Pulse polio campaign • 25% contribution for maize tuwar and Jowar seeds. • Requirement for agricultural equipments • Regarding manures and pesticides 	15
12.	Village planning trg	Lambella	<p>After discussion a plan was prepared including following issues.</p> <ul style="list-style-type: none"> • Fisheries in water bodies • Roads • Water tank and tap water supply • Aaganwadi, schools • Construction of ponds and dam for irrigation 	57
13.	Village planning trg	Nagankhedi Ratna	<p>After discussion a plan was prepared including following issues:</p> <ul style="list-style-type: none"> • Cementing of wells • Construction of stop dams • Water tank and tap water supply • Seeds 	40
14.	Women SHGs	Pitol trg centre	<ul style="list-style-type: none"> • PRI • Constitution & functioning of PR committees • Importance of Gram Sabha • Importance of women's participation in village development. 	90

No.	Trg for	Village	Issues	Participants
			<ul style="list-style-type: none"> • Attended by women from all project villages 	
15.	Village planning trg	Kalapan	<p>After discussion a plan was prepared including following issues.</p> <ul style="list-style-type: none"> • Construction of ponds • Seeds 	54
16.	Street play	Kalapan	<p>Street play focusing following issues</p> <ul style="list-style-type: none"> • Importance of Gram Sabha • Importance of Education • Right to prepare village plan in hands of villagers. • Role of villagers in village reform • Need and importance of female participation in the meeting of Gram sabha 	74
17.	Village planning trg	Kakradara	<p>After discussion a plan was prepared including following issues.</p> <ul style="list-style-type: none"> • Construction of ponds • Construction of stopdam • Seeds 	47
18.	Street play	Kakradara	<p>Street play focusing following issues</p> <ul style="list-style-type: none"> • Importance of Gram Sabha • Importance of Education • Right to prepare village plan in hands of villagers. • Role of villagers in village reform • Need and importance of female participation in the meeting of Gram sabha 	85
19.	Village planning trg	Nagankhedi Punja	<p>After discussion a plan was prepared including following issues.</p> <ul style="list-style-type: none"> • Construction of ponds • Requirement for seeds • Electricity 	72
20	Street play	Nagankhedi Punja	<p>Street play focusing following issues</p> <ul style="list-style-type: none"> • Importance of Gram Sabha • Importance of Education • Right to prepare village plan in hands of villagers. • Role of villagers in village reform • Need and importance of female participation in the meeting of Gram sabha 	67
21.	Street play	Gavsar	<p>Street play focusing following issues</p> <ul style="list-style-type: none"> • Importance of Gram Sabha • Importance of Education • Right to prepare village plan in 	63

No.	Trg for	Village	Issues	Participants
			<p>hands of villagers.</p> <ul style="list-style-type: none"> • Role of villagers in village reform • Need and importance of female participation in the meeting of Gram sabha 	
22.	Agricultural committee	All project villages	<ul style="list-style-type: none"> • Improved agricultural practices to increase production. • Role of Agricultural committee • Rights of Gram sabha <p>Attended by members of Agricultural committee</p>	35
23.	Education awareness rally by children.	All 9 villages	<ul style="list-style-type: none"> • Awareness generation and promotion of education at village level <p>Children from 9 villages along with members of VEC</p>	517
24.	Health committee (Community hall, Kakradara)	All project panchayats	<ul style="list-style-type: none"> • Importance personal and community hygiene • Responsibility of health worker • Role of Health committee • Rights of Gram sabha <p>Attended by members of health committee</p>	22
25.	Health committee (ASA office, Ranapur)	Gavsar, Budhasala, Dotad, kalapan	<ul style="list-style-type: none"> • Importance personal and community hygiene • Responsibility of health worker • Role of Health committee • Rights of Gram sabha <p>Attended by members of health committee</p>	16
26.	Education committee	Kalapan, Dotad, Budhasala	<ul style="list-style-type: none"> • Responsibilities and rights of VEC <p>Attended by members of Education committee</p>	30
27.	Tadvis of village	Lambella, Nad, Nagankhedi, Kalapan, Budhasala	<ul style="list-style-type: none"> • Sensitization of Tadvis for village development 	14
28.	Exposure visit of PRI presidents and members.	Lambella, Nad, Nagankhedi, Kalapan, Budhasala	<ul style="list-style-type: none"> • Exposure visit to the ideal panchayats -Jamonia and Amlaha of Sehore districts who got the national level award 	16
29.	Gram Sabha	All the 9 villages	<ul style="list-style-type: none"> • Introduction of project • Role of members of gram sabha in preparing village development plan • Developing and implementing village development plan • Gram Sachivalay and Govt schemes 	1655
30.	VDC	All the 9 villages	<ul style="list-style-type: none"> • Preparing village development 	428

No.	Trg for	Village	Issues	Participants
			<ul style="list-style-type: none"> plan • Identification of beneficiaries for Govt schemes • Internal & external resource pulling 	
31.	Panchayat presidents and members	All the 10 villages	<ul style="list-style-type: none"> • Govt schemes • Developing and implementing village development plan • Roles and responsibilities 	108
32.	Cashiers	3 villages	<ul style="list-style-type: none"> • Roles and responsibilities • Establishing Gram Kosh and increasing the balance. 	4
33.	WDC	6 villages	<ul style="list-style-type: none"> • WDC panchayat • Role and responsibility in Gram sabha 	27
34.	Women	9 villages	<ul style="list-style-type: none"> • Women participation in panchayat and gram sabha • Reservation for females 	180
35.	SHG	6 villages	<ul style="list-style-type: none"> • role in Gram sabha meetings and panchayat 	99
36.	Agricultural committee	9 villages	<ul style="list-style-type: none"> • Quality seed distribution 	365
37.	Health committee	9 villages	<ul style="list-style-type: none"> • Conduction of Aaganwadi • Vaccination • Rural hygiene • Veterinary issues 	238
38.	Education committee	9 villages	<ul style="list-style-type: none"> • Enrollment and admissions of children in schools 	547
39.	Livestock holders	6 villages	<ul style="list-style-type: none"> • First aid for animals 	46
40.	Panchayat Presidents	6 panchayats	<ul style="list-style-type: none"> • Roles and responsibility • Village development plan 	6
41.	Tadvis	6 villages	<ul style="list-style-type: none"> • Role in Gram sabha 	14
42.	Panchayat secretaries	6 villages	<ul style="list-style-type: none"> • Role in PRI • Cashbook, ledger, record keeping 	22
43.	PTA	9 villages	<ul style="list-style-type: none"> • 100% enrollment of school going children 	133
44.	Aaganwadi workers	4 villages	<ul style="list-style-type: none"> • Regular vaccination. 	13

List of trainings imparted during the Project Duration

TAAL project Area

Sr #	Subject	Number of Villages/trainings	Number of Participants
1	Nukkad Natak	23 villages	385
2	Role and importance of Gram Kosh, ways of increasing gram kosh	14 villages	265
3	Role of Ward members in effective planning	14V	60

Sr #	Subject	Number of Villages/trainings	Number of Participants
4	Orientation on Government schemes	14V	225
5	Making of Prastacs and methods of forwarding them	14V	45
6	Training of Treasurer	5V	7
7	Film Shows	2	150
8	Roles and Responsibilities to Standing committee members	14	74
	Roles and Responsibilities to Panch	3	20
9	Roles and Responsibilities to Gram Sabha members	2+15	NK +285 Persons
10	Training on how to make agenda and how to make proposals to address the problems of the village to Gram Sabha	8V	36
11	Training to Gram Vikas Samiti on preparation of development plans	9V	60
12	Traning to Gram Sabha on selection of beneficiaries in Indira Awas Yojana	14V	250
13	Organizing Health camp	9V	Health Committee Members
14	Planning for 100% coverage in pulse polio event	5V	Health Committee Members
15	Certified seeds, Animal health camp, Gobar gas plants	9V	Agriculture Committee Members
16	Assessment of new variety of seeds in Kharif	11V	Agriculture Committee Members
17	Roles and Responsibilities of Parent Teacher association including monitoring, Mid Day meal honorarium to the sahayikas	14V	30
18	Panch J programme to Gram Sabha and office bearers	9V	25
19	Gram Sachivalaya to Gram Sabha and office bearers	9V	27
20	Enrollment in schools mission of state government	14V	30
21	Traning of Yojana Dal on planning, presenting to Gram Sabha election	3V	32 Members
22	Negotiation skills	7V	15 office bearers
23	Voter list procedures	9V	45
24	Pre Election Trainings	11V	405 Members
	Gender Training	1V	20 Members
25	Records to be maintained by the Panchayats	9V	53 Members
26	Annual report of the Panchayat	9V	53 Members
27	Budget of Panchayat	9V	53 Members
28	Schemes of Pension, Tribal Sub Plan Schemes	9V	20 Members

Sr #	Subject	Number of Villages/trainings	Number of Participants
	(department books distributed)		

Annexure III: Training/Exposure Visit for SHT members

Sr #	Subject
1	Visit to good panchayats in Kerala
2	Visit to good panchayats in Maharastra
3	Sehore Panchayat Visit in M.P. Sundrel Panchayat Visit in M.P.
4	Trg on Panchayat Acts and Orders
5	Trg on Basic Accounting and Reporting
6	Trg on Watershed management
7	Trg on Gender Strategies for inclusion in Panchayat activities
8	Experience Sharing workshop by Samarthan
9	Gokul Gram and Planning workshop
10	Exposure visit to Grain Banks programme in Jhabua
11	PRI project experience Sharing workshop in Barwani District, M.P
12	Trg on Panchayat Budgeting
13	Communication Skills (feedback system) and Leadership
14	Trg on Participatory Crop Improvement
15	Trg on Micro Finance programme
16	Induction training
17	Training on Participatory monitoring methodologies
18	Gender training organized by ISI, New Delhi
19	Training on crop pest control measures
20	Orientalion to the various Government schemes

**Annexure IV: Fund mobilized through various schemes for NRM related activities
Ranapur Block**

Panchayat	Village	Type of activity	Scheme	Approved	Fund disbursed	Approval awaited
Kakradhara	Kakradhara	Well construction	Swajaldara	200000	200000	
		Stop dam construction	Jan Bhagidari	959000	959000	
		Earthen tank	Jan Bhagidari	781000	781000	
		Earthen tank	Food for work	361000	361000	
		Electricity	Jan Bhagidari	563383	563383	
		Stop dam renovation	Food for work	50000	50000	
		For wells	Swajaldara	77500	77500	
		Plantation		20000	20000	
		New handpump install. 7 Nos in 5 hamlets	Thru' PHE Dept.	330000	330000	
		Land development	Food for work	0	0	300000
		Well deepening	Food for work	0	0	12000
Lambela	Lambela	Handpump Install-4 Nos	Thru' PHE Dept.	160000	160000	
		Stop dam renovation		30000	30000	
		Stop dam renovation	Panchayat funds	25000	25000	
		Plantation		3000	3000	
		Recharging Hand pump		5000	5000	
		Lease of talav for fishery	Thru Panchayat	25000	25000	
		Land development	Food for work	0	0	421192
		Well deepening	Food for work	0	0	12000
		Earthen tank	Food for work	0	0	500000
Budhasala	Budhasala	Handpump Install-2 Nos	Thru' PHE Dept.	96000	96000	
		Land development	Food for work	0	0	250000
		Well deepening	Food for work	0	0	12000
Kalapan	Nad	Handpump Install.	Thru' PHE Dept.	40000	40000	
		Well construction	Swajaldara	40000	40000	
		Handpump Install.	Thru' PHE Dept.	45000	45000	
		Earthen tank	Jan Bhagidari	1200000	1200000	
		Lease of talav for fishery	Thru Panchayat	1000	1000	
		Land development	Food for work	0	0	277240
		Wells deepening	Food for work	0	0	12000
		Vermi compost-3	Agriculture dept.	0	0	7500
		Hanpump Install-2	Thru' PHE Dept.	0	0	80000
		Earthen tank	Food for work	0	0	450000
	Kalapan	Lease of talav for fishery	Thru Panchayat	1000	1000	
		Land development	Food for work	0	0	316375

		Hanpump Installation	Thru' PHE Dept.	62500	62500	0
		Well deepening	Food for work	0	0	12000
Nagankhedhi	Nagankhedhi-Ratna	Stopdam cum pulia	Jan Bhagidari	1750000	1750000	
		Land development	Food for work	0	0	350000
		Well deepening	Food for work	0	0	12000
	Nagankhedhi-Punja	Land development	Food for work	0	0	200000
		Well deepening	Food for work			12000
Dotad	Dotad	Handpump Install-3 Nos	Thru' PHE Dept.	138000	138000	
		Land development	Food for work	0	0	300000
		Well deepening	Food for work	0	0	12000
Gavsar	Gavsar	Handpump Install-2 Nos	Thru' PHE Dept.	80000	80000	
		Earthen Tank		511000	0	
		Land development	Food for work	0	0	451611
		well deepening	Food for work	0	0	12000
		Stopdam	Food for work	0	0	300000
		Vermicompost-5 Nos	Agriculture dept.	0	0	12500
Sub Total				14517766	14006766	7872725
Gandhwani Block						
Bildari	Bildari	Earthen Tank	Food for work	1000000	1000000	
		Group LI	SJSY	800000	0	
		Handpump install-1 no	Thru' PHE	40000	40000	
		Fishery	Fisheries Dept.	150000	0	
		Deepening of Earthen tank	Janpad Panchayat	0	0	150000
	Sangi bawdi	Earthen Tank- 2 Nos	Food for work	0	0	300000
	Katarpura	Water harvesting struc.	Janpad Panchayat	100000	100000	
		Deepening of Earthen tank	Food for work	120000	0	
		Bori Bandh	Janpad Panchayat	100000	100000	
Beharda	Beharda	Earthen Tanks-2	Food for work	0	0	510000
	Borda	Bio gas-5 nos	Agriculture Dept.	17500	17500	
		Earthen Tanks-4	Food for work	0	0	1275000
		Handpump install-1 no	Thru' PHE	40000	40000	
Raipuria	Raipuria	Vermi compost-35 Nos	Agriculture Dept.		0	
Balwari Khurd	Balwari kurd	Water harvesting struc.-2	Janpad Panchayat	100000	100000	
Sub Total				4835000	2695000	2235000
Grand Total				100,21,883	84,40,883	6559418

**Annexure V: Fund mobilized through Government funds for other activities
Ranapur Block**

Panchayat	Village	Type of activity	Scheme	Approved	Fund disbur sed
Kakradhara	Kakradh ara	Rural housing-5 Nos	Indira Awas	100000	100000
		Rural housing-2 Nos	Unnayan Awas	20000	20000
		Bathroom for women- 5 Nos	GSY	22200	22200
		community Toilet-2 Nos	GSY	7000	7000
		Water tank near well	GSY	5000	5000
		Cemented road	GSY	333000	333000
		Meeting hall construction		268000	
		community hall		220000	220000
		School building		325000	325000
		Drainage		40000	40000
		Bridge construction	EAS	150000	150000
		Bridge construction	GRY	100000	100000
		Bridge construction	GRY	50000	50000
		Ghat Construction	GRY	150000	150000
		Road Construction	EAS	282000	282000
		Drainage	panchayat fund	25000	25000
		Cemented road		200000	200000
		Common Toilet		10000	10000
		Rural housing-5 Nos	Indira Awas	100000	100000
		Rural housing-3 Nos	Unnayan Awas	30000	30000
		Rural Housing-1 No.	Pradanmantri Grameen Awas	20000	20000
		Pensions 7 Nos.	Social Security Pension Scheme	1050	1050
		Emergency relief due to death	Family Support	60000	60000
		Meeting hall construction		40000	40000
Lambella	Lambella	Road Construction		36000	36000
		Karanja		35000	35000
		Classroom Construction		150000	150000
		Rural housing 5 Nos	Indira Awas	100000	100000
		Rural housing 5 Nos	Unnayan Awas	50000	50000
		Road Construction		32000	0
		Drinage		23000	23000
		Toilets - 308 Nos.		100000	0
		Bridge Construction		150000	0
		Pensions 23 Nos	Old age pensions	3450	3450
Dotad	Dotad	Road Construction		80000	80000

		Bus stand		35000	35000
		Road Construction		35000	35000

Panchayat	Village	Type of activity	Scheme	Approved	Fund disbur sed
Budhasala	Budhasala	Bridge Construction		230000	230000
		Bus stand		35000	35000
		Class room construction		80000	80000
Kalapan	Nad	Toilets in school 1 No.		3500	3500
		Bathroom nr. Handpump 7 No.		24500	24500
		Rural Housing 5 Nos	Indira Awas	70000	70000
		Pensions - 9 Nos x 100			
		Emergency relief due to death 2		20000	20000
		Road Construction		50000	30000
		Electricity		189000	189000
	Kalapan	Bhawan 2 Nos		240000	240000
		School Building		80000	80000
		Aaganvadi Bhawan		120000	120000
		Bridge Construction		120000	120000
		Community hall		242500	242500
		Bus stand		60000	60000
		Rural Housing 6 Nos	Indira Awas	120000	120000
		Rural housing 1 Nos	Unnayan Awas	10000	10000
		Rural housing 4 Nos	Indira Awas	80000	80000
		Rural housing 2 Nos	Unnayan Awas	20000	20000
Nagankhedi Ratna	Nagankhedi Ratna	Rural Housing 2 Nos	Indira Awas	40000	40000
		Rural housing 2 Nos	Unnayan Awas	20000	20000
		Aaganvadi Bhawan		140000	140000
		Rural housing 2 Nos	Pradanmantri Grameen Awas	40000	40000
		Road Construction		60000	60000
	Nagankhedi Punja	Rural housing 3 Nos	Indira Awas	60000	60000
		Rural housing 1 Nos	Unnayan Awas	10000	10000
		Rural housing 2 Nos	PMGAY	40000	40000
		Road Construction	MP Fund	200000	200000
		Karanja		30000	30000
Sub Total				5822200	5252200

Gandhwani Block

Panchayat	Village	Type of activity	Scheme	Approved	Fund disbur sed
Bildari	Bildari	School Toilet - 2 Nos		40000	40000

		Painting of panchayat bhawan, Aaganwadi school	26 Jan, Fund	6000	6000
		Compensation for death	Social welfare	10000	10000
Beharda	Beharda	Toilet Construction 1 No.		20000	20000
		Concrete Road	MLA Fund	20000	20000
		Painting of panchayat bhawan, aaganwadi school		6000	6000

Panchayat	Village	Type of activity	Scheme	Approved	Fund disbursed
Raipuria	Raipuria	Road Construction	SJGRY	20000	20000
		EGS School		110000	110000
Balwari Khurd	Balwari Khurd	Karanja		25000	25000
		Halao Tank	SJGRY	16000	16000
		Concrete Road		8000	8000
Khod	Kheda	EGS School 2 Nos		220000	0
		School Toilet 2 Nos		40000	40000
		Rural housing 1 No	Indira Awas	20000	20000
		Painting of panchayat bhawan, aaganwadi school	26 Jan, Fund	2000	2000
		Concrete Road	SFC	10000	10000
		Concrete Road	SJGRY	10000	10000
		Halao Tank	SJGRY	16000	16000
Sub Total				599000	379000
Grand total				64,21,200	56,31,200

Annexure VI: Baseline Resource Map- Village Gavsar, Jhabua, M.P



Annexure VII: After Project Intervention- Resource Map- Village Gavsar, Jhabua, M.P

