

Learning from Some of the Available
Guidelines
And
Successful Case Studies
in
Rural Development

Compiled by

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1.1

MANUAL

**INTEGRATED VILLAGE PLANNING
AND DEVELOPMENT**

**Lessons from Hiware Bazar, Gangadevapalli,
Ramachandrapuram and Piplantri Gram Panchayats**

**Government of India
MINISTRY OF PANCHAYATI RAJ**

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ABOUT THIS MANUAL

This Manual is about how to initiate and undertake participatory village planning and development. It is based on the successful processes of local self-governance, village planning and development by a number of Panchayats across the country. The Manual is intended for use in participatory planning and village development *at the village level* – by elected village representatives (Sarpanches and Panchayat members), Panchayat secretaries and other staff, village leaders and others engaged in organizing and supporting Panchayats and communities in village development efforts.

The Constitution of India has mandated all rural communities have powers (decided by the respective states) to govern themselves through elected Panchayats, and plan for economic development and social justice in their jurisdictions. Elected representatives, along with their Panchayat staff, are expected to lead this process of self-governance, and engage the people in participatory planning for all-round development of the village. In the last decade, a number of Panchayats in various parts of the country have forged ahead on this, and by involving the people in thinking about and planning for their villages transformed their villages into prosperous, well-endowed and democratic communities. With inspired leadership of committed sarpanches and village elders, participatory planning involving all residents, mobilization of voluntary contributions and systematic implementation of projects, villages such as Gangadevapalli and Ramachandrapuram in Andhra Pradesh, Hiwre Bazar in Maharashtra and Piplantri in Rajasthan (among others) have changed from water-scarce, poor and deserted villages to economically vibrant, environmentally restored and socially cohesive communities. They have also in the process become places which provide excellent models for participatory village governance and development planning. Their successful efforts have provided rich learning and shown that with some key initiatives, all Panchayats across the country by involving and working together with their communities can also create such transformations in their own villages in a few years.

This Manual provides the following –

1. Explanation of the basic ideas and terms used in relation to village planning and development.
2. Description of the typical process of development planning, including a process map of the steps and how they are related. It must be understood that this is a 'typical' and generalized process – the actual steps and sequences may have to be varied in relation to the specific village context. Suggestions about how to vary the process in specific kinds of villages are also provided.
3. The essential steps in undertaking participatory village planning and development. Various alternative ways in which these steps may be undertaken, depending on the local conditions, are also mentioned. Possible sources of information, funds, technical support and other kinds of inputs required are indicated, but other ways may also be found locally.

The process, steps and actions are explained in simple language, with examples and suggestions derived from the actual experience and actions of these successful Panchayats. The effort has been to make this Manual as simple and easy to use as possible, without diluting the essential content and key components. All 'technical' terms, jargon, textbook approaches and complicated methods and tools are avoided. The simple ways in which some successful Panchayats in the country have managed to bring about visible and admirable change in their villages are those that are included and explained.

TO THE USER - HOW TO USE THIS MANUAL

To make most effective use of this Manual, please begin by reading the first two sections of the Manual - SECTION I, which has the explanation of various terms, and SECTION II, which is a brief description of the typical planning cycle and process. If you have not engaged in any kind of village planning efforts before, these parts will provide a simple picture and overall understanding of the subject, and an overview of the various steps, people and actions involved.

Next, reflect on and consider the overall situation of the village – are there any ongoing (or were there previously) planning efforts in the last few years? Is there any kind of data or information collected about the village? Are any other people or groups doing some planning or development efforts in the village? This kind of stock-taking need not be very formal or extensive – it is basically a matter of collecting your thoughts and if required some information informally from knowledgeable people in the village. Use this reflection to identify the best place in the planning cycle where you should start. Refer back to the Planning Process diagram to decide on a good starting point.

Then read the third part of the Manual – the description of various steps and how they can be undertaken. It would be most helpful to browse through the entire third section (all the steps) once before reading in detail to get an overall familiarity with the content and layout. Then you may choose to read the Planning Steps in sequence, or explore those which you think are more appropriate to your village. You may choose to read the boxes, which provide examples of how other villages undertook the various steps and actions required, or suggestions on how to undertake some specific action.

A systematic undertaking of all steps described here, in a periodically cyclic fashion, is necessary for an efficient planning process and most successful development results. However, not all villages may be at a stage or ready to accomplish this in the first attempt, and it may take two or more cycles for things to fall in place in the sequence suggested. Do not be discouraged – it may take a few attempts and some time, but as people see the results emerging, the support and momentum increases very quickly!

It must be understood that village development and transformation is complex and not simply a matter of mechanical replication – it requires commitment, perseverance and tolerance by leaders, creating widespread involvement of the village residents in both decision-making and action, and patient and careful monitoring and management of processes. The key is patient and determined leadership and eliciting widespread and sustained involvement of villagers.

SUGGESTED PROCESS OF USING MANUAL



ABBREVIATIONS

APARD	Andhra Pradesh Academy of Rural Development
BPL	Below Poverty Line
CBO	Commodity Based Organisation
CDLG	Capacity Development for Local Governance
CSR	Corporate Social Responsibility
DRDA	District Rural Development Authority
EGS	Employment Guarantee Scheme
GP	Gram Panchayat
ICDS	Integrated Child Development Services
ISL	Individual Sanitary Latrines
JFM	Joint Forest Management
MNREGS	Mahatma Gandhi National Rural Employment Guarantee Scheme
NOC	No Objection Certificate
PMGSY	Pradhan Mantri Gram Sadak Yojana
SHG	Self Help Group
SSA	Sarva Shiksha Abhiyan
TSC	Total Sanitation Campaign
UNDP	United Nations Development Programme
UNICEF	The United Nations Children's Fund
YSHADA	Yashwant Rao Chavan Academy of Development Administration

UNDERSTANDING THE BASICS

WHAT IS PLANNING?

Planning is the process of systematically finding the best ways to solve a problem, achieve some desired goal or create some required object.

There are basically five simple steps in planning –

1. Identifying the problems, needs or objectives – What is the problem? What is needed to make our village better? What are the things we want to achieve?
2. Identifying the various ways in which the problems can be solved, needs met, or objectives achieved.
3. Finding the most suitable and commonly acceptable ways of solving the problem, meeting needs or achieving the objectives.
4. Detailing the solution or the project, including the detailed design, budget, technical inputs required, how it is to be constructed or undertaken, how it will be maintained, who will do each of these parts of the work, etc.
5. Implementing the project and managing it, including the monitoring, reporting, auditing processes.

WHAT IS IMPLEMENTATION?

Implementation is getting things done as planned. Ideally, it should be done in the most effective and efficient manner, but very often some hurdles and issues arise. These can sometimes be anticipated and possible solutions thought out. Provision should also be made in schedules and resources for such contingencies, which are the unexpected hurdles in implementation.

To implement any plan, the following basic steps are involved –

1. **Develop an implementation plan** – this includes what is to be done, where will the money come from, who will actually do the work, when and how it will be done, who will monitor/supervise.
2. **Organize the resources** – money, people, technical support, materials, etc.
3. **Get it done!**
4. **Ensure there are proper procedures for creating it and afterwards, for managing** - supervision, monitoring, record-keeping and reporting.

WHAT IS VILLAGE DEVELOPMENT PLANNING?

Village Development Planning refers to (1) the process of identifying the pressing problems in a village and finding the best ways to solve them, and (2) in villages which have most of the basic

amenities and facilities, it also means identifying the common aspirations of the residents and finding ways to achieve those.

In general, village Development Planning is the process of doing both the above – that is, identifying problems and finding ways to solve them, PLUS also identifying future desired goals and systematically finding ways to achieve those. The focus is on improving current conditions towards better social and economic status (development), through a systematic process. First, planning must be directed towards meeting the basic life needs of all the residents – safety and security of persons and their possessions, housing, water, sanitation, electricity, roads, transport and communication facilities, livelihoods, education and health facilities. Even when there is no “problem” as such, there are many ways in which life in the village can be made better for everyone. Finding ways to do that is “village development planning.”

In village development planning it is very important that all households in the village and all groups of people are included and their problems and needs considered and addressed. Particular attention must be paid to addressing the needs of poor households, SC and ST groups, women, children and the elderly.

WHAT IS “DECENTRALIZED PLANNING”?

When the planning for development of a village, block or any such unit is done by the elected representatives, officers and people of that area then it is known as “decentralized planning”. Decisions of what to do and how to develop localities have usually been taken by people who are in higher levels of government (state or national) or outside the locality. However, with the institution of Panchayats as local self governments, this earlier approach is to be changed, and Panchayat representatives and community leaders are required to take the initiative and plan for development of their areas by involving all village residents in the decision-making processes.

WHAT IS “PARTICIPATORY PLANNING AND DEVELOPMENT”?

This is the process of planning and undertaking village development with the involvement of all residents in the village or locality. Village development through systematic planning can only be successful if it directly involves all segments and groups residing in the village and includes their concerns, suggestions and contributions. Efforts initiated by Panchayat members, community leaders and officers can only be successful and sustainable if undertaken with the full and widespread involvement of community members at all stages of the process. This means involving people in identifying the issues and priorities, the best ways to resolve them, deciding on the ways in which they are to be implemented, raising resources and using them and in monitoring, supervision and management.

WHY SHOULD VILLAGE DEVELOPMENT PLANNING BE PARTICIPATORY?

There are a number of reasons why village development planning **MUST** be participatory –

1. It is required by law in most states. Many village development activities have been made the responsibility of Panchayats, and the activities, decisions and accounts of the Panchayat are

to be presented to the Gram Sabha periodically. In some programs (such as the MNREGS) this process, known as social audit, is compulsory.

2. Participatory planning, which is planning by the local residents about the development of their own village, leads to greater success as it brings the cooperation and contribution of all people and groups to the plan.
3. It also helps mobilize the required resources through help in raising additional funds and voluntary contribution of labour, time or money.
4. Participation in the village development process ensures a feeling of 'ownership' and pride in the achievements of the village and therefore leads to better usage and maintenance of assets that are created.
5. Also, when rules for better maintenance and use of systems and assets in the village are made with the participation of the village residents and with common decision-making, there is better adherence to the rules and therefore greater overall success of plans. Various aspects of community life, for example about restrictions on free grazing or on sharing of water, also require rule-bound behaviour. This is possible only if all people have been involved in making the rules and setting the sanctions for non-adherence.

WHAT IS INTEGRATED VILLAGE DEVELOPMENT PLANNING?

Integrated Village Development Planning is the process by which all aspects (sectors) of local life are addressed systematically, including their interconnections and overlaps. Typically, integrated planning includes plans for better housing, water and sanitation, health, education, infrastructure such as roads and power-supply, transport and communication linkages, livelihoods improvement, land and watershed treatment, and other related aspects that would together result in improved quality of life for **all** residents of the village.

The advantage of integrated planning is that the natural cross-connections and overlaps between "sectors" and various service departments can be taken care of, and projects made successful. For example, building a school (education sector) also requires providing water to the toilets (water supply) and lighting (power-supply). In doing 'scheme-wise' or 'departmental' planning such crucial connections often get missed. However, because state and central governments function through separate departments with separate programs, doing "sectoral" planning or scheme-wise planning is more common, and projects often fail because the interconnections between sectors or subjects get little attention. **By first doing integrated planning at the village level, and thereafter working out how to link the requirements to various departmental programs, these problems can be avoided.**

WHY IS INTEGRATED VILLAGE DEVELOPMENT PLANNING NECESSARY?

First, because **systematic planning helps to identify the most efficient and effective way to address problems or undertake new projects**, or find the most effective and suitable solutions. It is also the most effective way to achieve any desired goals for improvement of village life.

Second, **by adopting a systematic approach, results are quickly achieved and in the most**

cost- efficient and effective manner. Therefore the results become visible and felt by all concerned and appreciation is gained by the initiators.

Third, to achieve desired changes and goals, the involvement of various people is required. With a full plan in hand, all those concerned with its achievement can see their roles and contribute their part, so that the project is smoothly implemented. **That is, coordination becomes easier with a prior plan.**

To realize any goal or project, resources are necessary. **A plan enables a full calculation of the resources required,** such as money, people, land and machinery etc., which can then be **used to mobilise and put together the necessary funds from different sources** such as government schemes, Panchayat resources, NGO support, donor organizations, local banks, businesses and the community.

HOW IS PARTICIPATORY AND INTEGRATED VILLAGE DEVELOPMENT PLANNING DONE?

There are many ways to do integrated village development planning explained in textbooks and by experts. However, it is basically about people sitting together to find the best ways of solving local problems and improving village life. This can be very effectively done in simple ways, as shown by some village Panchayats in the country, and explained in this Manual. However, in all cases, there are some common essential components, though they have been achieved in somewhat different ways in different places. Each of the components can be achieved through a number of steps, which can be selected depending upon the local conditions and situation in YOUR village.

However, all three essential components must be eventually achieved. These are –

1. Preparation and regular updating of a detailed database about various aspects of the village,
2. Mobilizing the village residents and getting them interested and involved in the planning and development processes, and
3. Undertaking the planning process systematically to solve the problems, meet the needs and realize the aspirations of the people. Doing this successfully and sustainably depends on the first two components.

The steps through which successful Panchayats have developed these and by doing these, their village, is explained in this Manual, and illustrated with examples from the various cases.

PARTICIPATORY PLANNING PROCESS

Planning is a process of taking stock of current problems and needs as well as future requirements and wants, and systematically identifying the most effective way of resolving issues and achieving the desired objectives. It can be applied to a single issue, problem or objective, or to many; it can be used to improve working of an organization such as the Panchayat, or to develop the village. Studies of successful and sustainable village development and management reveals that **the most important ingredient for this is the extensive involvement of village residents in decision-making – that is, PARTICIPATORY VILLAGE PLANNING & MANAGEMENT.** The essential aspects (parts) of participatory village planning and management, and the steps involved in each are explained in this section. Read this section for an overview and to decide on where to start the process in your village.

THE THREE ASPECTS OF PARTICIPATORY VILLAGE PLANNING

There are three **ASPECTS** (or **COMPONENTS**) of participatory planning, and all three are essential for successful development of the village. These are –

1. Having detailed and updated information on all aspects of a village – the **VILLAGE DATABASE**
2. Getting the village people together, and interested and involved in the planning and development processes and activities – **GETTING PARTICIPATION**
3. Systematically preparing plans for various kinds of developmental activities, executing them and managing the systems and projects developed – **PLANNING, EXECUTING and MANAGING.**

The first two aspects (**INFORMATION** and **PARTICIPATION**) are essential requirements so that the third part or aspect – the actual **PARTICIPATORY PLANNING, IMPLEMENTATION AND MANAGEMENT** – can happen successfully and also be sustained over time. The first two are also relatively simple to do (or already exist in every village to some extent), so they need not delay the start of the actual village planning. But all three aspects must eventually be properly undertaken, and this involves a number of steps, as explained below.

What kind of planning should be done, however, depends on whether there has been any participatory planning process in the village before. **Where no successful exercises have been undertaken in recent years, it is best to start with an initial “problem-solving” planning cycle** and demonstrate the effectiveness of participatory planning and development to the village residents. Thereafter more comprehensive and multi-issue planning efforts can be made. In both kinds of planning, the steps involved are the same, only done with more issues and sectors in the latter case.

STEPS FOR EACH PART OR ASPECT OF VILLAGE PLANNING

Each of the three parts or aspects of participatory planning described above can be undertaken through a number of steps. Developing the village database and mobilizing people are essential parts on which the success of participatory planning exercises rest. Once these first two have been achieved to some degree to start with, the planning process can start smoothly.

The steps involved in each part of planning are given below, and in the next section the sequence in which these steps can be done in different village contexts is briefly discussed.

1. Getting Information and Developing the Village Database (D)

This is the first aspect. In order to develop any village – that is, to solve the existing problems and to improve various aspects as desired by the residents – you need to know what is the current actual situation in the village. The good thing is, in every village, the residents already know most aspects of their village. But usually, the information is not written down or systematically put together at the village or Panchayat level. So any quick and simple exercise, such as consulting a few people from various parts of the village to gather together the basic information, is sufficient to start the first round of (problem-solving) planning. But eventually, collecting detailed information on all aspects, systematically assembling them in a village database, and updating it from time to time, is necessary for more extensive and integrated village planning purposes.

To start by getting the village information rapidly and then collect more detailed information to construct a village database, the following steps can be adopted –

1. **Step D1 – Decide how to quickly collect village information.**
2. **Step D2 – Quickly collect and analyse the basic information** - on key aspects of village and the issues and problems to kick-start planning. (Rapid Assessment)
3. **Step D3 – (Eventually) Develop a comprehensive list of items** on which detailed information is to be gathered (An indicative list of items is provided in Insert I).
4. **Step D4 – Organize the system and people** to collect the detailed information.
5. **Step D5 – Develop a Panchayat database – a system for recording, arranging, storing, updating and retrieving** the data when required. (Using computers is most convenient).

How these steps can be undertaken (with examples) is explained later in detail in SECTION III of this Manual. You can refer to them once the sequence of steps to be followed is clear.

2. Getting and Sustaining Widespread Participation (P)

Getting people to be interested and involved in village planning and development is the key to successful village transformation. Concerted and systematic effort has to be made to mobilize the community and get the residents involved in the process – **to get widespread participation**. In most villages this is not a typical practice – people go about their own

business, leaving common problems to be somehow solved (often expecting the ‘government’ will do so). Therefore their interest must first be captured and all groups brought together to solve common problems. People will get involved if (1) they feel their views are being heeded, and (2) their issues and problems are getting resolved. Successful resolution of a common and pressing problem at the beginning will show residents the usefulness of getting involved and planning together for the village. Therefore the first round of participatory planning should be of “problem-solving” type.

To elicit and then sustain widespread participation of residents, the following steps are to be taken.

1. **Step P1 – Identify one key or pressing problem** faced by the whole village (or almost all the people) – the rapid assessment through the steps D1 and D2 are useful for this.
2. **Step P2 – Organize (one or more) village meetings** to find a widely acceptable solution and decide on ways to implement it (i.e., planning to solve the problem).
3. **Step P3 – Ensure there is widespread involvement in implementation and management**, by distributing the responsibility for detailing the design, resource-raising, implementation, supervision/ monitoring and managing the process among the village residents. The essence of success is getting as many people involved as possible.
4. **STEP P4 – Establish systems for transparent and accountable functioning – with regular monitoring**, reporting accounts to the residents/ users, getting feedback from and resolving issues with the community and users. (social audit)
5. **Step P5 – Sustain and establish the system of participatory planning** (through regular meetings and systems for people’s involvement) to take up other issues and village development tasks in the same way.

3. Participatory Development Planning & Management (DP)

This is the central aspect and comprises a number of steps. **Planning** includes three essential steps (as explained in **SECTION I**), and all these are also important for participatory village planning -

1. **Step DP1 – Identify the problems (or needs, objectives or desires) of the residents.** There are likely to be a number of them, but in the beginning, it is important to identify the most pressing problem faced by the maximum number of people in the village. This can be done in the village meeting as in Step P2. Later other issues and needs can also be taken up.
2. **Step DP2 – Identify the various possible solutions, and find the most suitable and commonly acceptable solution**, in consultation with the village residents, through a village meeting as in Step P2
3. **Step DP3 – Detail out the solution – the program or project**, including the location, detailed design, resources required and budget, technical inputs required, how it is to be constructed or undertaken, how it will be maintained, who will do each of these parts of the work, etc. This is also to be decided through discussion with residents - Step P2

is the best way. Also, information collected in Step D1 and/or Step D4 is very useful for this.

However, to actually realize the project, **the solution must be IMPLEMENTED**, and the **program or project has to be MANAGED**. For this, three more steps are required -

4. **Step DP4 – Prepare the implementation plan** – How will the project be done, who will do the work, who will supervise, who will coordinate, how will resources be utilized, how will progress be reported to Panchayat, the village community and/or the users, etc. This is also to be decided through discussion with residents (use Step P2; Step D1/ D4 will also be useful).
5. **Step DP5 – Implement the plan of Step DP4** – Monitoring and trouble-shooting by the leaders will be necessary during execution.
6. **Step DP6 – Decide on the management system and rules** - who will run the project, who will manage/ monitor and how, where will the resources come from, who will audit, who will report and how to different sets of people, etc. This is also to be decided through discussion with residents (use Step P2; Step D1/ D4 will also be useful).
7. **Step DP7 – Set in place (institutionalize) the selected system for managing** the project or program after it is developed and ensure transparent management of operations.

These steps are necessary for all kinds of planning, whether for a simple or small project, or for all-round village development or integrated village development. But in villages where participatory planning efforts have not been made earlier, or there have not been successful participatory exercises, getting people to work together is not easy. In such places, the best way is to start by using these steps to resolve one urgent problem that affects maximum number of people in the village. Once success has been achieved by working together, people will be more inclined to get involved in further planning and development efforts, and integrated village planning exercises can be undertaken periodically, using the same steps.

It is important that the steps D3 to D5 are done through participatory discussion and decision-making, so that the people cooperate in the process and readily share correct information about themselves and their households. It is also crucial that decisions for all the Planning steps DP1 to DP5 are done through discussion in the village meetings (P2 to P5).

WHERE TO START & HOW TO DO THE STEPS

The steps required to achieve each aspect or part of the planning process do not have to be all sequential as listed above. However, the steps for each component have to be undertaken in the order listed (D1, D2 etc. to D5, for example). That is, the steps in different parts can be undertaken in parallel – that is, P1, D1 And DP1 can all be done simultaneously if appropriate in a village. Table 1 below lists the steps in each part in parallel, and thereafter, we suggest some sequences that could be applied in different village situations.

Table 1: Components and Steps in Participatory Village Planning & Management

COMPONENT 1 PREPARING A VILLAGE DATABASE		COMPONENT 2 GETTING PARTICIPATION & SUSTAINING IT	
D1 – Decide how to quickly collect information D2 – Gather and rapidly analyse village information to identify key issues and problems		P1 – Identify pressing problem(s) faced by all P2 – Organize one or more village meetings to discuss the problem, find and detail solutions, ways to implement and manage	
(D1 and D2 will enable the first round of mobilization and planning, and provide the opportunity to discuss and get support to develop the next three steps D3, D4 & D5)	COMPONENT 3 PARTICIPATORY PLANNING & MANAGEMENT		P2 is a key step, which will need to be repeated. It is the main setting in which Planning steps DP1, DP2, DP3, DP4 and DP6 will be done.
	DP1- Take stock of issues & identify the problems or needs		
D3 – Develop a comprehensive list of items on which data is to be collected	DP2 – Consider alternative solutions and select the most suitable and widely acceptable		P3 – Ensure widespread involvement of village residents in deciding all details; also in implementation and management (through devising a suitable system such as resident committees, etc.)
D4 – Organize the system and people to collect village-wide data	DP3 - Detail the solution – the program or project (design, technical support, funds and other resources required, etc)		P4 – Establish systems and practices for transparent and accountable functioning by involving all groups.
D5 – Prepare a Panchayat database with system for recording, arranging, storing, updating and retrieving	DP4 - Decide the plan for doing the project – how it will be done, who will do it, etc.		P5 – Sustain participatory planning and development management in village.
	DP5 – Get the resources and Implement the project or program! Monitoring and trouble-shooting will be reqd.		
	DP6 – Decide about the management system and rules for operation of the project, management and operation.		

How to do each step is discussed in detail in SECTION III of this Manual. But first, at this stage, it is necessary to get the overall picture of the various aspects and the steps required to build each aspect or part of the process. It is also important to note that the advisable sequence of steps for each part is from the first to the fifth, in order. However, the steps in the three parts can be taken in different sequences depending & situation in YOUR village.

Stop here and think about the situation in YOUR village. Has there been a participatory planning exercise before, in the last few years? Has it involved all or some of the people? Has there been any data collection exercise? Is the information available to the Panchayat in a systematic form, which can be discussed with the village residents? Has any village planning been done before, by the Panchayat? If the answer to most of these questions is NO, then the sequence of steps given in Fig 1 below is advisable. In villages where either some planning exercise, participatory decision-making or database preparation has already been initiated, the process can be started at different points as appropriate. However, all steps in the planning process must be systematically undertaken.

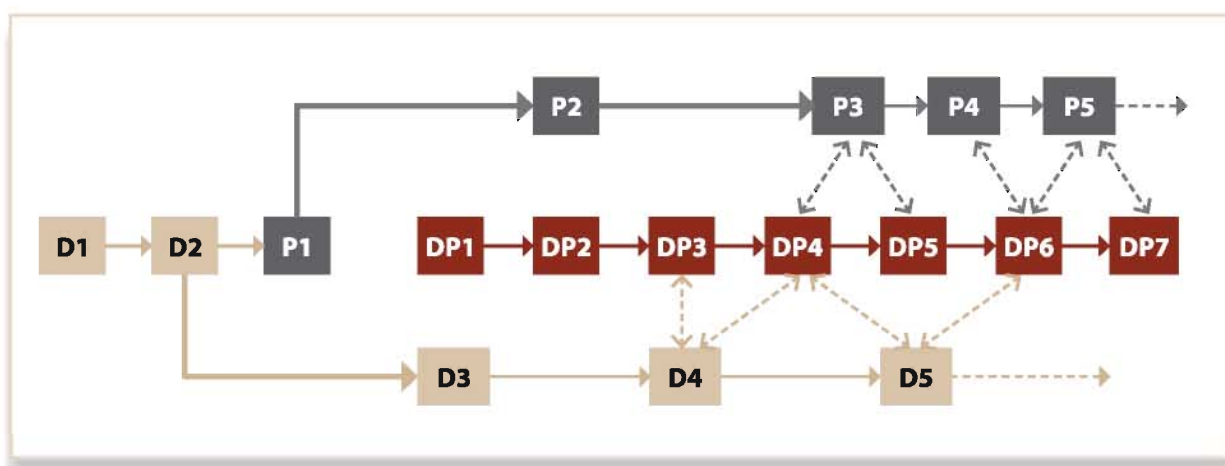


Fig 1: Sequence of Steps in Villages without Prior Participatory Planning Exercise

MOST ESSENTIAL – COMMITTED, HONEST AND INCLUSIVE LEADERSHIP

The most important factor in successful participatory planning and development management in the village is the committed and transparent leadership by the person or group initiating and leading the process. This leadership can be taken up by the Sarpanch, the Village Secretary, Panchayat members, village elders, village-level officers, community leaders or even NGO personnel. Whosoever leads the process, however, has to be dedicated, honest, accessible to all people in the village and most crucial link with all groups in the village.

Three aspects are observed to be common in all the Panchayats where dramatic transformation of the village situation was achieved through participatory planning –

1. The **leaders were very motivated and dedicated to the process**, and inspired a group of people in the village to help them in this task of village development.
2. All **leaders worked hard to make every decision transparent and shared** by all residents.
3. **All decisions were made in village meetings, which were frequently held** – at least once a month, but more often in the beginning. In addition, numerous smaller meetings were regularly held in wards, streets and small hamlets.

These points surface repeatedly in all successful examples of village planning and development by Panchayats. Leaders who have based their efforts on these three aspects have not only ensured successful and sustained village development, but also their standing

and position in the village. In addition, they have all won recognition and many awards and accolades in their state and in the country!



Above pictures show the State and national awards, prizes and recognition won by the village Panchayats which have undertaken participatory village planning and development successfully. These include recognition as "model villages" of the state, with cash awards and additional funds for village development, "Nirmal Gram Puraskar", awards from the President of India and many others.

STEPS TO VILLAGE DEVELOPMENT

Transforming your village is not easy – but neither, it appears, is it so very difficult. As a growing number of examples from many states across the country show, your village can become a vibrant, healthy, educated, rich and green one – with your initiative, joint community effort and support available from government, NGOs, individuals and companies. Many Panchayats are taking the initiative granted to them by the Constitution of India to do this, and are changing themselves; it is possible in your village too. See the stories of some villages - Hiware Bazar in Maharashtra, Gangadevapalli and Ramachandrapuram in Andhra Pradesh, Piplantri in Rajasthan – in the accompanying CDs. And see the way in which the Panchayats and the people in these villages, working together, have transformed their villages and homes. It took time to achieve some changes, years in some cases, and a few months in others – but the results are spectacular as you can see. Like many villages in India, perhaps yours too, these were also villages with many problems – lack of water, no sanitation, social vices, poor schools, few or no health facilities, mud roads, deforestation and poor agriculture, and little employment opportunity. People migrated out to towns and cities in search of work, sometimes leaving behind their families for long months. Others locked up their houses and moved away permanently. The villages had become run-down, deserted, even poorer and with few youth.

Then started a change – one person, with a few friends, some well wishers and supporters, began the process of turning the village around. One leader, with a few friends, started to tackle the problems, with the people of his village, systematically and energetically. To make it the fertile, prosperous, happy, well-endowed and beautiful village that everyone in India dreams of. One leader, working together with all others in the village, changed it back to a vibrant, lush, green and well- supported community, with all facilities and amenities. Such changes are possible everywhere, in every village, with joint efforts of the community, spearheaded by the Sarpanch and Panchayat members. It is possible everywhere, with determination, sustained effort and systematic planning.

The questions that arise – How does one start? Where to begin? When is a good opportunity? What to do to achieve such dramatic transformation in my village? This Manual is designed to provide some answers to these questions, based on the experience of the four villages shown in the documentaties in the accompanyig CDs. This booklet will set out the steps that can help you achieve the same transformations in your village as people did in Hiware Bazar, Gangadevipalli, Piplantri and Ramachandrapuram – and perhaps in many other villages across the country we do not know about. These are steps that were actually taken in all these villages and yielded the dramatic results you see. These steps are tried and tested by experience, feasible and practical. By adopting these steps, you could convert your village into the kind of village that you see in these examples.

If we examine the experiences of turning around the four villages, there are some clear and common steps in all cases. These four villages are different in many ways – located in different states, of different sizes, with different agriculture patterns, different distances to towns – yet all of

them followed basically the same few key steps and successfully transformed their villages. Though things were done differently, the common steps were taken in all. By adopting these steps, the same effect can surely be produced in your village.

In Section II, the three **ASPECTS** (or **COMPONENTS**) of the participatory planning process were set out. The relationship of the various parts and the steps was also explained. **In this SECTION III, the STEPS through which each aspect can be developed or undertaken are described in detail.** Here we explain how the steps can be undertaken, with illustrations and examples from the villages where Panchayats have successfully used these steps.



PLANNING ASPECT 1: GETTING INFORMATION & DEVELOPING A VILLAGE DATABASE

STEP D1: HOW TO QUICKLY GET VILLAGE INFORMATION

Getting a full picture of the village situation is the first step towards identifying the pressing problems of village residents and eliciting their participation in resolving them. You, the leader, must first think of the best way for a rapid stocktaking of the village situation in a way that covers all parts of the village and all groups of residents.

Various ways of getting information on different aspects of the village, from the most informal to the most formal, are listed below. Do not rely on one approach, but mix an many different ways as possible. The various ways are -

1. From your own knowledge, if you are a long-time resident of the village and familiar with various aspects – you may already know much about the village!
2. Talking to your friends, senior family members and other knowledgeable people in the village whom you know.
3. Visiting different parts of the village and talking to some key people in that area about themselves and their problems/ issues (a quick survey). Ask your friends to help in covering all parts of the village.
4. If there are any organizations such as self-help groups, farmer's organizations or youth organizations, contacting their members or office bearers and getting their views is another way of getting a quick picture of the village and the issues.

Note that it is good to have a wide-based system, so that information about different aspects of village life and activities, and different areas of the village are available. For best effect, your sources and network should include some women from different areas, at least one member of all caste groups and the young and old citizens of the village. Relying only on one's family and close friends will provide only partial information.

Systems for Rapid Information Collection

In Gangadevapalli, the Sarpanch had spent all his life in the village and knew it thoroughly from every aspect. He also had a number of friends from different parts of the village who were familiar with the village situation and could augment his information; this was the basis of the first efforts at village development and change. In Piplantri, the young Sarpanch relied on his father, an elder of the village, his father's friend the retired Headmaster of the school, and his own friends, to find out about the urgent issues in different parts of the village. In Ramachandrapuram, the Sarpanch had recently returned from his job outside the country, and therefore was not current with village affairs. He therefore developed a network of friends and village elders with whom he discussed the village situation. These contacts helped provided information about various aspects and get a good understanding of the village conditions.

STEP D2: RAPID INFORMATION COLLECTION & ANALYSIS

Using informal and formal systems to quickly collect and assemble information about the various aspects of village life and the most pressing issues and problems facing the residents is the key starting point of a participatory village planning exercise. The important objective is to find the most common and urgent issue in the village, to provide the reason for people to come together and start participating in village affairs.

It is not enough to discuss with people and get a sense of the village affairs. The information must be assembled and written down systematically. Start by getting the broad parameters – the number of households, the population, the facilities and amenities in the village, what people do for a living, who owns land and how many are landless, what kind of houses, water supply, sanitation facilities, roads, power supply, communication, education and health facilities, etc. exist. List the primary occupations and how many people are in each, whether people migrate, when and why. It is also important to know how many households are really poor or live in very poor conditions, or how many people have no sources of income. Estimate the cattle population in the village, and find out where they graze and how they are looked after. You could use the items listed in **Insert I** to compile this, but such an extensive exercise is not required at this stage – the objective is to get a quick sketch of the village situation only.

Also note down the resources available – water sources, forest land, extent of common land, nearby employment centers, etc. Also think of the people from the village who are highly educated or have good jobs – they may live in the village or outside, but are important sources of help and information.

List also the main issues or problems faced by people in the village, which you are aware of or find out through your information-gathering exercise. For each problem, consider how many households are affected or what proportion of the households face the problem. Do not forget to consider the groups who often remain out of village public life, such as lower caste groups.

Exact information may not always be available, but for the initial rapid-information exercise this is not necessary. The important thing is to get a reasonably clear picture of all aspects, all segments of the population and all areas within the jurisdiction. **This exercise is the background work required to start getting people together for participatory planning and decision-making. It is important that the information include all areas and groups in the village.**

Then ANALYSE the information to find the one key problem that confronts most residents. If most people are affected by it – for example, by the scarcity of water, or the absence of health facilities – then there will be a good response to a participatory planning exercise. There are likely to be many issues and needs, of different groups, but the one that is both significant (not trivial) and affects the largest number of people, is to be identified. A systematic collection of information that spans all areas and groups of people is therefore a pre-requisite to correct identification of a significant problem.

STEP D3: LISTING ITEMS FOR COMPREHENSIVE DATABASE

Eventually, a comprehensive database of the various aspects of the village and its development must be prepared and kept in the Panchayat for systematic local planning. This will start with generating a list of the items on which data is to be collected in consultation with a wide cross-section of village residents. This is important because the people must be willing to share the information and cooperate with the process and provide accurate and detailed inputs.

The collection of accurate, current and detailed information about the village situation and all households depends to a large extent on the willing involvement of people – otherwise, data is often inaccurate, incomplete or old. Therefore, the collection of information and preparation of a village database must be widely discussed by the leaders. Moreover, their willingness would emerge from their perception of its utility. Therefore, this exercise is best undertaken after some problem-solving rounds of planning which has led to successful resolution of some common issue(s). There is no urgency to start such an exercise at the beginning, before there has been any effort at participatory problem-solving in the village or some measure of resident involvement in village development has taken place.

Also, to generate the comprehensive list of items, the experience of early problem-solving efforts is important. The participatory discussions and experience of undertaking a project and managing it will suggest some kinds of information on which data is required. More items can be generated through additional discussions with the people, officers and staff of different departments, the block development officer, headmaster and/or schoolteachers and health workers. The Panchayat Secretary, who prepares reports regularly on village conditions, will also be able to suggest items from the reports he is asked to prepare by higher levels of government.

A list of possible items is provided in INSERT I. However, generating a locally relevant and useful list is important, as it should directly help in local planning. Also, the kind of items should be such that people can readily provide the data and understand the results when aggregated or collated in different ways.

Generating a Comprehensive List of Items for Village Database

After a number of years of local planning and many successful participatory planning initiatives such as piped water supply, lift irrigation, uninterrupted power supply, pucca roads and other development work in the village, the Ramachandrapuram Sarpanch initiated the process of developing a comprehensive database. According to him, the experience of doing the various projects suggested the need for the database, for every time there was a proposal or scheme, a variety of information was required by the respective State Department or Mandal office. He realized the need for an updated and comprehensive set of information that could be used for such planning and development efforts. He consulted with the elected members, committee presidents, women members of self-help groups, the milk cooperative chairman and other colleagues in his own NGO to develop the list of items and decide on the system. The idea was also discussed in more than one Gram Sabha and the suggestions included in the list. Currently, the process of collecting the information is ongoing.

STEP D4: DECIDING THE SYSTEM FOR DATA COLLECTION

Two kinds of data are required for planning – village data and households data. Comprehensive data collection on all items will be time-taking and laborious the first time it is done. An efficient system that distributes the work and also manages to capture accurate and reliable data must therefore be devised. Support and cooperation of the village residents as well as involvement of the more educated people is important, both to devise a convenient and efficient system as well as to actually collect the data.

The Panchayat in most villages does not have adequate staff to undertake a comprehensive data collection exercise – this can only be done with the cooperation and support of the people. They in turn will be willing to cooperate if they see the positive results of some participatory problem solving and planning. The system for collecting data must therefore also be discussed in a village meeting and a group of volunteers formed from among the educated people of the village and the youth. This group will provide the core support required to the leaders in devising the system and the people in providing the individual and household information.

Village-level data such as layout and width of roads, extent of common lands, encroachments on roads and common lands, existing facilities and amenities and their condition and other such information can be assembled from Panchayat records or those of various departments. Existing records, however, must be updated and verified on the ground - both through discussion in the village meetings and the help of volunteers to verify the ground reality. Various systems could be devised to undertake the household data collection :

1. Distributing a list of the items to all households and asking them to provide the information on the same sheet. The sheet can be designed by the volunteers, pretested and distributed. The volunteers would also help the people and households who are unable to fill in the sheet due to illiteracy.
2. Selecting volunteers from each area of the village or street, who will collect the data in a pre-designed form by visiting the households in their own area/ street. The format could be designed in consultation with the volunteers. The time period for data collection should be decided in the village meeting and made known to all.

Systems of Data Collection

In Ramachandrapuram, the data is provided by all individuals to the Panchayat. The Panchayat has designed a booklet that contains the list of items on which the individual provides information. There is space for a photograph, and the booklet includes all details about the person ranging from age and place of birth to occupation, property holdings and income. All individuals in a household have separate booklets. Volunteers are available to help individuals in completing the information.

In Gangadevalli, all information is collected by 'leaders' on every street. These street leaders are volunteers who not only help in gathering local information from the households, but also monitor that the rules pertaining to street cleaning, water usage, sanitation practices and other activities made by the village residents (in village meetings) are heeded. The leaders volunteer during the village meeting and perform their responsibilities for a period, after which they may choose to step down or re-volunteer.

STEP D5 PREPARING A PANCHAYAT DATABASE

The data collected about the Panchayat must be organized so that it is useful for planning, recorded in a way that can be easily stored and retrievable, and also periodically updated. This requires systematic design of the database and the means of recording and retrieval. The database may be prepared in computer systems, but where the resources for this (expertise, computer systems) are not available with the Panchayat, it can be also be recorded and stored physically in registers.

There are two primary objectives of developing a Panchayat database – (1) to help the Panchayat and village residents plan and manage their village development, and (2) for the Panchayat, the residents, higher-level governments at the block, district, state and national levels to monitor the progress of development activities in the village; i.e., for monitoring and reporting purposes. Therefore the data collected about different aspects of the village and the resident families must be compiled in a manner which is useful for these purposes, and also be easily accessed.

Computer systems are useful for preparing, compiling, storing and retrieving data, but often villages and Panchayats do not have the computers, expertise, uninterrupted power supply and other resources to prepare and maintain a working computerized database. However, in villages where these are available, computerization is possible and useful. In other villages this should be aimed for eventually, but a good start can be made by compiling and recording the data manually in registers. The key is to have the information in a form readily accessible, useful, and regularly updated.

The following actions are therefore required to prepare a database :

1. **DECISION** about the type of database storage and retrieval system (computerised or manual).
2. **GETTING THE TECHNICAL SUPPORT** – For a properly designed and usable database, technical support will be required for the design, compilation and entry. The Panchayat Secretary, educated residents, local staff of various state departments and the Block Panchayat office are good sources for advice and support. Educated and trained youth in the village, a nearby college or the local town could be requested to volunteer.
3. **RESOURCES** – The design, compilation and data management work will require resources – computer hardware and software (if computerization is decided), space for its location and operation and funds for the personnel, and maintenance and operation. The Block or district Panchayat may have a scheme for this – find out – or suggestions. Funds can also be accessed from local institutions (banks, insurance companies) or private companies, or NGOs. Volunteers may be recruited to give time for compilation, data entry and maintenance.
4. **DESIGN** of the database - A number of decisions will have to be taken regarding the items and the units (household, ward, neighbourhood, hamlet, village, etc) for compilation of the collected data. The list of items in Insert I for example can indicate how and what dimensions need to be collated, but the Panchayat may decide to add or alter these to suit its planning, monitoring and reporting requirements.

PLANNING ASPECT 2

GETTING AND SUSTAINING PARTICIPATION

STEP P1 IDENTIFYING A COMMON & PRESSING PROBLEM

What is the ONE most important problem or issue in the village that affects MOST residents? The FIRST TIME you are attempting participatory planning in the village, identify the most critical common problem that affects almost all the people/ households every day. Later, as participatory processes become accepted, this step will include (1) stock-taking to identify the other important issues that prevail, and (2) thinking of ways in which to improve current conditions, infrastructure, facilities and amenities.

Systematically identifying the most pressing common problem and in the process beginning to mobilize people is the single most critical step in initiating participatory village planning and development. This is the “homework”, the preliminary groundwork to be done by YOU (the leader) and the leading group in order to persuade people to come together, discuss the problem and undertake participatory planning to find and implement a solution.

If there is already a practice of participatory discussion and village planning efforts in your village, this step is still necessary. Remember, participatory planning **MUST** include all groups and people residing in all parts of the village. Ask yourself if the existing process includes everyone. Are women left out of the discussions? Are the lower caste groups included? Are households in the peripheral hamlets or streets part of the discussions and decisions? If the answer to any of these questions is **NO**, then the existing process is to be strengthened and made more inclusive through this step.

Variation in the villages where the existing practices of village decision-making are already inclusive and fully participatory – In such a village, where the answer to all the above questions is **YES**, then this step will be part of the current process. It is likely that many of the basic living and livelihood issues are resolved already – pucca housing, water, sanitation, pucca roads, schools, health facilities, telecommunications and transport facilities, reasonable level of economic activity, etc. In such villages this step will be useful to (1) identify the still pending concerns and issues of the people – these may affect specific groups, or a smaller number of households, but are nevertheless important to village status and overall development. For example, a developed village should not have a group of very poor people who do not have a basic house and sufficient livelihood sources! (2) Also, through systematic groundwork, the wishes and aspirations of the people – how to make their village even better – can be captured.

Finding the most common and pressing problem can be done in many ways, such as those mentioned in Steps D1 and D2.

1. Perhaps you already know the main issue(s), because you live in the village – but make sure you are correct! The issue should (a) be very pressing, and (b) among all issues affect the most people in the village. To make sure, verify it with others – your friends, village elders, or call an informal meeting of the people, as many as you can gather.
2. If you don't have any definite picture, do a systematic search, by asking some people in

every part of the village, as suggested in Step D2. This is like a small informal survey. They may respond with a variety of answers, but ask them for the first two or three most critical problems they face, and which is the most pressing. How many people in the village do they think face the same problem(s)?

3. Then collate your findings to find the one problem which is most common, urgent and affects people the most. This is important because the more pressing and common the problem is, the more people will be inclined to gather together to find a solution.
4. When (and IF) you do such a quick survey, when people you ask identify a problem, also ask how they think the common problem can be solved. This will give you a better picture of people's ideas and wishes, and the kind of solutions they would like. This information will be useful in later steps!

Typically, such problems will relate to issues of daily life – livelihood activities (e.g. agricultural issues), housing, water supply, education and health facilities, roads, electricity supply and connection, connectivity to other villages and towns, etc. The task is to identify which is most pressing, most important to people and affects the largest number.

Common Problems

Water availability, for drinking and for irrigation, is a common problem in many villages. In Hiware Bazar Panchayat, with the deforestation of the hillsides, and low rainfall, the water table had fallen, land was denuded and wells and handpumps were running dry. Agriculture was unremunerative, little agriculture labour was required and people had to migrate to towns for employment. Piplantri Panchayat had the same problems – deforestation, denudation through open grazing and falling water tables. Gangadevipalli also faced a similar problem, with a few handpumps and one tap located at some distance from the village. Ramachandrapuram Panchayat, in the next district, had adequate groundwater, and many handpumps, but the water was highly fluoride contaminated. (Flouride causes fluorosis, a debilitating disease of the teeth and bones) The nearby river ran dry for most of the year due to an upstream dam. No other surface water source was available close by for drinking or irrigation use.

Lack of education and health facilities are other problems. Piplantri did not have a high school and girls stopped studying after Class VII because they had to travel to another village. Residents of Gangadevapalli and Ramachandrapuram also faced similar problems regarding children's education.

STEP P2 GETTING PEOPLE TOGETHER & FINDING SOLUTIONS

Having learnt what the main issue affecting most people in the village is, do not right away try to 'fix' the problem. Organize a meeting of all the village residents to discuss the issue and find the best and most acceptable solution. Invite ALL in the village, and persuade them to attend. Even if not all people come, most are likely to come if you spend time convincing them since the problem is acute and affects everyone. In the meeting, through discussion, find the most commonly acceptable solutions, and the ways to implement and manage them (STEPS DP1 to DP4, and STEP DP6).

If you are an elected office-holder in the Panchayat, you can call a Gram Sabha. If a statutory Gram Sabha is not due, call an extraordinary Gram Sabha. If an official Gram Sabha is not possible, make it a village meeting, or an “aam sabha” or general meeting.

Use your contacts, well-wishers and friends to reach out to everyone, but ask **EVERYONE, men and women**, young and old, all groups, to come. It is important that **ALL** the people in the village are included, even if there are a few households not affected by the problem. It is also important to include people who are in different ‘groups’, castes, hamlets.

Tell people why you want to organize a village meeting, the agenda being to find a common solution to the main problem affecting the village. Some people may disagree with the importance of the issue, especially if they are not very affected. (For example, even if water supply is a critical issue for most people, some households will have made their own arrangements like a private well or handpump). Be open to their ideas of what is important, and tell them that the question of which village issue is most important will also be discussed and decided in the meeting! **It is crucial that everyone knows the intention, and also that their suggestions and ideas are important and valuable.** They must be persuaded that their time will not be wasted, that it will be useful to attend the meeting, and that a feasible solution is very likely to emerge.

Getting everyone to come to a village meeting is not easy. But it can be done. Since the issue affects everyone, they will be interested in having it solved. But you must be able to convince all that their suggestions are important and that they will be heard – this is where your persuasive talents and those of your supporters are necessary. It may take much effort, particularly if it is the first time such a request is being made, and in your village there is no earlier practice of regular meetings and attending Gram Sabhas. So initially not every person or household may come, but try to maximize attendance.

Other important points to remember in doing this, which can help make this effort a success –

1. Fix the meeting at a time when everyone is likely to be free – evenings, or a festival day, or a Sunday. You can discuss informally with some people about a good date and time.
2. Have the meeting in a place which can be easily reached by everyone. Explain why you are requesting this meeting, and ask them to think of a solution to the village-wide issue.

How to Ensure Women’s Participation

In many villages most women do not participate in village affairs or take part in community discussions. However, their involvement is critical to successful participatory planning and village development, so they must be persuaded to be part of the village exercises. Contacting and persuading them may be best done through those women who do take an active part in village life and are therefore well-known and respected. These can be aanganwadi or ASHA (health) workers, women teachers in the village school, office bearers of self-help groups, wives of elected Panchayat members or the Panchayat secretary, or women in the village who are active in village affairs and are well-known. The leaders organizing the meeting should also ask the men to bring their wives and senior women of their households. Senior men and women should be requested to allow their daughters and daughters-in-law to attend. If all fails, and very few women come, separate meetings should be organized with only women, till such time as they start joining the village meetings.

3. Announce details of the meeting through a variety of channels – through the network of friends, relatives and the other people you normally meet. You can also use wider methods of broadcasting the information and requesting everyone to attend, for example –
 - a. through loudspeaker or similar public announcements throughout the village;
 - b. through the village newsletter, if there is one;
 - c. by writing the date and time on the wall of the Panchayat building and other public buildings (with their permission if you are not in the Panchayat);
 - d. through house-to-house visits to inform and request people to attend; and/or
 - e. by inserting an announcement in local radio/ TV channel with date, time and request to attend. This can also reach people temporarily outside the village.

Gram Sabhas and Village Meetings to Solve Problems

In all the villages where problems were successfully solved, Gram Sabhas and village meetings played an important role in the process. In Hiwre Bazar, Gangadevipalli, Ramachandrapuram and Piplantri, water scarcity was a major issue which affected everyone. In each case, the starting point towards a solution was getting people together in a village meeting/ Gram Sabha to discuss the issue and find a solution. In Hiwre Bazar and Piplantri, the community met, discussed and decided that it would undertake watershed treatment and water harvesting structures through voluntary labour. The first meetings were difficult to organize, but the Sarpanch and his friends visited from house to house to explain the urgency and importance of the watershed treatment work. They had met with officers in the block and district to get some financial support for the work, and could slowly convince all to attend the first meetings. In these meetings it was decided how to actually organize the work, who would take different responsibilities, where the resources would come from and other details.

In Gangadevipalli, the community had become used to acting together for their drive to eradicate alcoholism, and to get their village designated as a separate Panchayat. So it was a little easier for the Panchayat to bring villagers together for participatory planning. However, it was because the issue of drinking water was very acute that all households came together to plan for the solution. At the time, all women of the village were involved in the village meeting. In fact, women were in the forefront – the Panchayat at that time comprised fully of women – and the wife of the present Sarpanch was the leader at that time. Women participated actively in the village discussions and decisions.

But in Piplantri, which is a 'group Panchayat' with six villages, and much bigger than Hiwre Bazar or Gangadevipalli, it was difficult for the Sarpanch to organize a whole-Panchayat meeting even to discuss the water issue, though it was very critical to all households. He had already begun work on upgrading the local school to 12th grade level, and won some supporters. Still, rival political groups in the village opposed him and persuaded their supporters to stay away. The Sarpanch decided to go ahead anyway, and called for a village meeting to decide how to resolve the issues of water scarcity. Though he knew many people may not come, he prepared for the meeting in the village square, marking out the place, arranging for water and sitting with his friends and supporters and those who had joined them. He initiated the discussion, though only a few people attended. Observing the proceedings from afar, some more people joined. In subsequent meetings, the numbers rose and now most people come to such village meetings and Gram Sabhas in Piplantri.

Use at least 2 to 3 of these ways of informing people, so that everyone is reached and persuaded. If those residing outside the village in nearby towns and cities can also be informed and requested to attend, it will bring additional ideas and resources for planning.

4. Make sure that **ALL PEOPLE** are requested to attend – all castes, all groups within the village, even people you may consider as your opponents. Since this is a village issue, everyone is affected and should have a voice in deciding how to resolve it – plus, it minimizes failure! Women may need to be contacted separately if necessary through women leaders.

Do some preparation for the meeting. All people should be able to find places to sit. There should be access to some drinking water. If it is during the day, the area should be shaded in some way – by a tree, or perhaps you can arrange for some cover. Request the village secretary to be present. Request an educated person to take notes of the discussions and decisions

STEP P3: ENSURING WIDE INVOLVEMENT IN DECISION-MAKING

It is important that decisions and actions regarding village development are taken with the involvement of all groups of people in the village. Ensuring extensive attendance at village meetings and taking all major decisions in that forum is a good beginning. But people must also be involved in working out the details, in implementing the decisions and projects and in the management of the facilities created. This will ensure success of the efforts because of wide cooperation, increased support and help and also reduce the costs.

A number of systems can be devised to have wide involvement of the people, and all these have been successfully tried in various places.

1. **Forming subject-specific committees**, such as Water Committee, Irrigation Committee, Education Committee, Health and Sanitation Committee, Electricity Committee etc. These committees can be the Panchayat Committees, **or additional ones formed by the common decision of the village residents**. The committees can include elected members of the Panchayat, senior people in the village, educated residents, youth volunteers, teachers, health workers, or any resident. Committees must have a designated Chairman or President and a Secretary, who can lead and coordinate the work of the committee, keep records and be responsible for organizing the committee's functioning and reporting progress to the village residents in the Gram Sabha/ Aam Sabha.
2. **Forming Area Committees**, which can be responsible for various matters pertaining to a part of the Panchayat. There can be Ward Committees, Mohalla or Street Committees or, in States where group Panchayats are the norm, at two levels - both Village and Street Committees. The difference is that these committees are responsible for coordinating the matters on all subjects/ sectors within their area. As in subject-committees, there should be a Chairman/ President and a Secretary, to coordinate, organize, record and report.
3. **Forming Ad-hoc Committees** when the need arises to plan out and organize some specific project or event.

A number of factors must be ensured for these committee systems – or any other method that is devised in a village – to work.

- The decision to form the committees, the members and office bearers should be decided in all-village meetings. They can be proposed/ suggested by the leaders or the Panchayat members, but the final decision has to be made by all villagers.
- All committees must be widely represented. Ideally, there should be some women members and members from the smaller groups in the village on them.
- Rules and powers of the committees should be discussed in village meetings and finalized so that all (including committee members) are aware and agree.
- Major decisions made by the committee must be shared with residents in village or area meetings. Accounts must also be presented at least annually.
- The committee functioning and details should be reported to the full village in the Gram Sabhas held during the year. More informal reports and discussion of issues can happen more frequently as required for smooth functioning.

Systems for Ensuring Full Involvement in Planning & Management

In Gangadevapalli, 18 subject-specific committees have been constituted, on various matters such as drinking water supply, education, health, women's affairs, savings, agriculture, etc. The system was devised with the first project undertaken by the village – the installation of a piped water supply system. A Water Committee was elected in the Gram Sabha, which coordinated the full planning, detailing, resource raising and execution of the two projects: now the Water Committee manages the water supply system, supervises operation and maintenance, collects water charges, enforces rules of water usage, levies fines for defaulters and coordinates all matters pertaining to drinking water provision in the village. The successful experience led to other development initiatives and the formation of numerous committees to coordinate and manage affairs related to them. Women play a major role in ALL committees, with some comprising only women. The committees report and discuss issues in the frequent Gram Sabhas.

A parallel system of 'street leaders' is also devised in the same village, where volunteers are decided to coordinate matters and enforce village regulations on each street. These leaders work in conjunction with the various committees, to ensure that the respective matters are functioning smoothly in their street.

The Sarpanch in Ramachandrapuram has devised an innovative system to get the full involvement of the elected members in the village affairs and also to elicit the experienced advice and leadership of village elders and active community members. The Panchayat has allocated different subject portfolios to each Ward Member, who is designated as the respective Minister. For example, there is a Minister for Water, Minister for Power and Irrigation, etc. The Ward Members therefore are responsible not only for matters pertaining to their Ward but also the matters pertaining to their portfolio for the whole village. Committees are constituted to coordinate development on each Portfolio (subject), and the Minister is head of the respective Committee. Further, all elders of the Village are constituted into a "Legislative Council" (which is not statutory, but advisory). Each member of the Council is the Chairperson of one Committee. Major village development decisions are taken in the village meetings, but the detailed decisions, organizing and coordination of the work is undertaken by respective Ministers with their committees.

In both Panchayats, committee constitution, rules, reporting and renewal happens in the Gram Sabhas or in the Aam Sabhas frequently organized.

STEP P4 SYSTEMS & PRACTICES FOR TRANSPARENCY

Ensuring that the village development processes are widely known to all residents is a critical element in ensuring continued participation and rapid village development. All major decisions must be taken in village meetings or through wide consultations with different groups. Processes of implementation of projects and details of management processes are also to be openly shared in village meetings. Panchayat accounts, details of various projects and programs implemented and various committee accounts must be reported at the annual Gram Sabha.

The village planning and development processes initiated by the leaders will only be trusted and supported by village residents if the major decisions are transparently made with people's involvement. Also, other detailed decisions and the use of funds and resources must be made known and open to public scrutiny. Information can be shared in a variety of ways –

1. In the statutory Gram Sabhas, all Panchayat accounts, committee accounts and major decisions such as number of beneficiaries under different schemes must be shared for public knowledge.
2. These details should also be notified in a visible place such as the Panchayat walls, other public buildings or on notice-boards.
3. All major decisions must be taken in village meetings and Gram Sabhas or Aam Sabhas. These include the composition and rules of various committees, decisions about projects to be undertaken, who will implement, where the resources will come from, who will manage and how. Selection of beneficiaries under various government schemes, selection of contractors to execute projects and selection of volunteers are other decisions that should be made in village meetings and Gram/ Aam Sabhas.
4. Records of the Panchayat, and the various Committees, contractors or departments must be properly maintained and readily accessible to the community members on demand.
5. Lists of the people in various positions, or involved in various village development tasks, the source and amount of funds for various projects, other resources of the village etc should also be widely notified.

Circulation of village news through a village newsletter or newspaper is another method for increasing transparency. This can be organized by youth volunteers who act as journalists and publishers. Citizen-band radios have been tried in some places, but require substantial technical understanding.

The key to transparent and accountable village development is the practice of widely sharing details of Panchayat functioning and village development activities and the resources and people engaged therein – additional ways can also be devised to do this.



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Various ways of displaying Panchayat and village development information used in Gangadevipalli. Above - Annual expenditures and allocations of Panchayat funds painted on Panchayat wall. Top Right - Village Plan painted on Panchayat wall, showing location of various projects. Right - Board placed near a project detailing source and amount of funds, date of completion and details of sanction.

STEP P5 SUSTAINING PARTICIPATORY PLANNING & DEVELOPMENT

After the first efforts and initial successes of participatory planning, the processes have to be continued, sustained and institutionalized. Without this, the people will lose interest and village development process will slow down again. Participatory decision-making for improving the village conditions, people's involvement and contribution in implementation and management of projects and community programs all have to be continuously maintained for full effect.

Typically, after one or two successful initiatives, participation in village planning and development management slows down and progress falters. To counteract this, additional efforts are required at that stage to keep the momentum and maintain people's interest in village development. Various actions can be taken for this –

1. Initiate a more comprehensive village planning process, following the same steps as in the first round of (problem-solving) planning, but considering more issues, needs and also aspirations of village residents.
2. Initiate area-wise micro-planning exercises by forming Area Committees with area residents. Different parts of the village, where different groups or castes reside, have different issues. For example, some part of the village may be water-logged or without pucca roads, and may require specific attention. Involve the respective Ward member, and respected elders in such exercises. Remember, the development of the WHOLE village is essential to overall change and progress.
3. Ensure that the practice of Gram Sabha, Aam Sabha and issue-specific village meetings are maintained. If there is no major issue, different committees or groups in the village could discuss their progress and issues. Or some cultural and educational activity could be organized, following some discussion of village affairs. An interesting or highly qualified person – perhaps a village person who is now residing outside, or has an important position – could be invited to discuss on some aspect of development.
4. Ensure that at least the statutory Gram Sabhas are held regularly, and in addition, atleast a number of Aam Village Sabhas are also held. If village activities and accounts are reported, people will be interested and trust in the activities of the Panchayat and village leaders will increase.

PLANNING ASPECT 3 PARTICIPATORY PLANNING AND MANAGEMENT

STEP DP1 TAKING STOCK & IDENTIFYING A COMMON PROBLEM

In the first round of planning, which should be geared to solving a major issue in the village, identifying the common pressing problem faced by the largest number of residents is critical. The task is of finding out which of the many issues and problems that exist in any village poses the greatest difficulty and for the majority of the people, so that it can be taken up for attention. This can only be done in a village meeting (Gram Sabha or Aam Sabha). In later rounds of planning, other issues can be taken up.

To identify which issue is most pressing and also affects the maximum number of residents, a list of village-level issues identified through rapid assessment as described in **Step D2** is necessary. Also, a village meeting must be organized as described in **Step P2**. In the village meeting, the various issues previously listed must be discussed, and a common agreement must be elicited about the priority issue which is to be first attended to.

In any village, there are likely to be multiple problems, issues and needs. Moreover, different groups will have different priorities and urgencies. For example, even in a water-scarce village, a few people may have no problem due to private sources, but may lack power supply. Whereas for the majority water supply may itself be the priority. Similarly, an anganwadi may not be important for those with no young children whereas for many others it may be a necessity so that the mothers could work during the day. Deciding the most pressing and widely felt problem may therefore require extensive discussion and some systematic solution. Some ways are –

1. To take a vote and decide by majority opinion. A simple vote could be taken by counting raised hands for various options. Another way is to ask everyone at the meeting to note their preferred option on a chit of paper, collect them all and then count the votes received for different options.
2. However, if some groups are not present at the meeting, these methods may leave out their opinion and skew the decision. If there is a noticeable lack of attendance by some groups – for example women, or people from some parts of the village, or particular castes, additional mechanisms may be required. For example, a messenger could quickly go to those areas and call people, or they could be asked to come and register their opinion in the Panchayat. However, in most cases, a widespread issue can readily be identified that everyone will agree is a major problem.

STEP DP2 FINDING & DESIGNING THE APPROPRIATE SOLUTION

After finding the common problem faced by the village residents in the village meeting or Gram Sabha, ask people to suggest alternate and possible solutions. Consider the pros and cons of the various alternatives and find a commonly accepted solution. The decision should emerge from the discussion, with all suggestions being considered fairly, including your own. The most appropriate solution is one that is both sound and also acceptable to all segments of people in the village.

The best solution to a common problem is the one that emerges from the discussion among all those who are affected through a deliberative process, and is not given by an “expert” or outsider who does not reside in the village. Outsiders and knowledgeable people could be invited to the meeting to give suggestions. Suggestions may be made by anyone, including you, or outsiders invited for the purpose (such as the NGO in Gangadevipalli) but it must be thoroughly deliberated and found acceptable to all the village residents before any decision is made.

It is important to consider all suggestions for merit before the final selection and decision is made. This is not only to ensure that the best alternative is selected, but also so that the most feasible one and one that most people are comfortable with, is selected. Also, unless the various ideas are

taken on board and discussed, people will not feel involved and be a part of the decision-making, a crucial element in successful village development.

It is also important that the most widely acceptable solution is adopted, rather than only the “best”. The more people are comfortable with the decision, the more they will connect with and support it and ensure its success. On the other hand, if the “best” option is one which fewer people in the village feel comfortable with, the likelihood of its success is affected.

Finding the Appropriate Solution

Different villages found the appropriate solution in different ways. In Gangadevipalli, the solution identified for their drinking water problem was to develop a piped-water supply system. Since it involved technical work to plan out and execute such a project, the decision was taken to approach a local NGO for support and help in this regard. The Sarpanch and some associates approached the NGO, which agreed but only if the villagers contributed some part of the costs. In Ramachandrapuram, the proposal of the Sarpanch, to construct a sub-surface retaining structure in the stream bed was also accepted.

In Hware Bazar, it became obvious through discussion that the only solution to the water scarcity problem was watershed treatment and rainwater harvesting. This required extensive labour, but also technical know-how about contouring, developing check - dams and water retaining structures. Extensive plantation was also required. The Sarpanch and villagers decided to request support and technical advice from the officers of the Forest Department for help under the Joint Forest Management Program and from the Watershed Development Program of the state. However, there was also agreement to contribute voluntary labour, develop rules for grazing and maintaining watch-and-ward systems.

In Piplantri, the same solution was identified – extensive watershed treatment, hillside plantations stream bundling and check - dams for rainwater harvesting. However, there were differences in people’s preferences about where the work should be done and how it should be organized. The Sarpanch requested the BDO to help make technically sound choices, and he in turn persuaded the Junior Engineer to participate in the village meetings and provide technical guidance. In light of the technical merits of different suggestions from the community, the final decisions were taken.



If there are many solutions that are emerging, the final decision is always a problem. It could take some more meetings to discover which would work best, or which actually is the one most people are comfortable with and prefer. There are many ways to address this –

1. A few people could be selected by the Gram Sabha to discuss the various options further and suggest the best one, with explanations of why that is so. If there are ‘experts’ or more knowledgeable people in the village about the matter, they could be part of this small group. Whatever be the suggestions of this group, however, the final selection and decision should be made by the whole village, perhaps by calling another meeting.
2. A voting system could be used to decide the most preferred option. A simple vote could be taken by taking count of raised hands for various options. Another way is to ask everyone at the meeting to note their preferred option on a chit of paper, collect them all and then count the votes received for different options.
3. If the matter involves some technical issues such as in a water supply project, or in check-dam construction, requesting inputs from a technical person to discuss the advantages and disadvantages of different alternatives would be advisable. Technical people could be from the village, the local officer of the state government department (eg., the Junior Engineer), teachers or students of local colleges or ITIs or an NGO person invited for the purpose.

STEP DP3 DETAILING THE SOLUTION & PLANNING EXECUTION

Proper planning and organizing the work is essential for successful results, and for utilizing resources effectively and efficiently. Appropriate detailing and designing of projects, and devising proper systems of implementation, monitoring and reporting progress (to residents) are crucial.

Though identifying the most sound and widely acceptable solution to the problem is important, the actual results depend on working out the detailed design of the project and planning for its execution. A proper design and systematic process for implementing the solution – whether it involves actually constructing the project or undertaking extensive social initiatives or other measures, must be worked out through extensive consultation and ratification in the village. This process includes a number of tasks –

1. Detailing the physical design, to be done with technical input if necessary.
2. Preparing a budget and identifying possible sources of funds.
3. Identifying different people to do the various kinds of work, and being clear on who will do what - from design and project development to organizing the resources, supervising or doing the tendering, construction, supervision, monitoring, payments, systematic record-keeping, reporting, etc. Forming a committee decided by the Gram Sabha to coordinate, organize and monitor, emerges as the best way of proceeding with the implementation.
4. It is important that roles and responsibilities of different people, or the committee and its members, be clear to all. It is also important that these be decided transparently, preferably in further village-level meetings or Gram Sabhas.

Implementation of the Water Supply System in Gangadevipalli

Once the village community decided that the solution to their drinking water problem was to develop a piped-water supply system, they requested the NGO Bala Vikasa to help them. Balavikasa agreed on condition that the village contribute part of the amount required. Through more Gram Sabhas, in which the NGO also joined, this proposal was discussed and a system to collect the contributions from all households was devised. Because water supply is a area-specific issue, the community was divided into 18 residential areas and residents of these areas accordingly formed 18 groups and elected a leader from among themselves. These leaders formed the Water Committee, along with 6 other co-opted members from among elders and Panchayat members, with the Panchayat President as ex-officio Chairman. Each leader had responsibility for visiting every household in their section of the village to explain the project and collect contributions. Through their collective efforts sufficient money and labour contributions were raised to construct two overhead storage tanks totalling 1,00,000 liters capacity within five years, and extend supply pipelines to about 250 individual households.

STEP DP4 FINDING RESOURCES FOR VILLAGE DEVELOPMENT

Today, finding the resources including money, people, technical help etc. to implement solutions to village problems is perhaps easier than finding a commonly accepted solution through community discussion. Various resources, particularly money, can be sourced from government programs of various kinds, departmental schemes, NGO support and directly approaching development and corporate donors.

It is important to realize that the most critical resource is within the community – locally feasible and appropriate ideas and solutions, support, voluntary involvement, contributions of various kinds including money, and not least, taking responsibility for organizing, implementing, operating and monitoring. However, additional resources as required are not difficult to get if there is a proper plan and demonstrable community cohesion and support. Central and state government programs provide resources for almost every aspect of village development, and information on this can be sourced from Block Offices and Block Development Officers. **Access to them and their ready help will be easier if they see that it is a whole community effort and participatory.**

Technical support can also come from within the community, if there are trained persons, or from contacts of people in the community. In addition, government staff of various departments can provide technical inputs on a range of subjects and issues – again, community cohesion and involvement is likely to attract ready help, for then the officers know the project is likely to succeed. Further, NGOs and donors can also bring trained people to help, as can colleges and research institutes in the vicinity.

The key resource is the planning, community-organizing, and project organizing work. This is available within the community itself, and only requires patient mobilization, discussion, persuasion and participatory decision-making. Moreover, there is no substitute for this, which can make the village development efforts successful and sustainable. However, in order to harness these resources, community organizing, inclusive functioning and transparent village-wide participatory decision-making is necessary. This requires sustained and continuous efforts from the leader and leading group.

Finding Resources for Village Development

For its water supply project, Gangadevapalli put together 10% of the funds required through cash contributions, labour contributions and land from within the community, and could therefore get additional money from the NGO (85-90% of the total costs). The sanitation work, including individual sanitary latrines is through the Total Sanitation Campaign funds, augmented with contributions from within the village in cash, labour and organizational work. In Hiware Bazar, the watershed development work was undertaken with money from the Watershed Development Program of the Maharashtra state government, and voluntary labour contributions (shramdaan) from within the community. Resources awarded under the Adarsh Gaon Yojana of the Maharashtra government has also helped in many initiatives.

In Piplantri, the Sarpanch brought together resources from the Sarva Shiksha Abhiyan (SSA) program and contributions from the adjacent marble quarrying company to upgrade the local school to 12th grade. Similarly, money could be sourced from the PMGSY for the internal concrete roads and inter-linkages from other programs. Again, in Piplantri, the watershed development and plantation programs are funded from multiple sources, the Adarsh Gaon Yojana, the marble company and voluntary labour and watch-and-ward duty by villagers; the streetlights are from villager's contributions (operating costs) and electrical fixture companies (light fixtures); the sanitation work, including individual sanitary latrines in all households is under the Total Sanitation Campaign; piped water supply to all households under the Swajaldhara program.



List of contributors for village temple and meeting place in Ramachandrapuram



Water Purification Plant funded by Tata Projects from which all households get drinking water in Gangadevapalli



Overhead water tank & treated drinking water supply system managed by the Water Committee in Gangadevapalli



Funds were raised from various sources for piped water supply system and RO plant for drinking water in Gangadevapalli

Proper leadership is therefore another key resource – and this is definitely within all communities. It also has to emerge from within the community – external actors cannot provide this resource, though they can augment some of the technical and organizing aspects required.

STEP DP5 DEVISING SYSTEMS FOR OPERATION & MANAGEMENT

Devising and setting in place adequate systems for operation, maintenance and management of the facilities developed through participatory planning is an important step in the process. Both the personnel and financial resources for the smooth running of the facilities must be considered. Rules for its use must also be developed so as to ensure fair access and efficient use of the systems. As in every other aspect, it is important that these be decided by the community and that the management includes village residents as decided in open meetings.

The system for operation and maintenance must be discussed in the community and devised in advance, even while the project is being implemented or constructed. Some important questions that must be decided are –

- Who will operate, manage, and/or supervise?
- Will there be any payment for those who are involved in the operation, maintenance and management?
- If technical support may be required (for example, a plumber for a water supply system), where will the person be available and how?
- Who will pay for operation and maintenance, or where will the money come from? Who will maintain records? Who will audit? Who will report progress to the village?
- How will the village people know what is being done? If things are not being managed satisfactorily, what will be done? Where and how can complaints be made?

Making appropriate rules for use and management is equally important – the above systems will need rules to be framed. It is important that these rules are made through village meetings or Gram Sabhas and widely understood and agreed upon. The sarpanch and Panchayat alone should not decide or formulate the rules, for adherence by all residents in the village is necessary for success. This will only be possible if all the residents agree and accept the rules. Even then, however, there may be some who would break some rules – it is therefore necessary also to decide what will be the action taken if anyone breaks the agreed-upon rules. Also, a monitoring system should be discussed and instituted – who will monitor that people adhere to rules?

All the systems designed and rules framed should be widely shared, publicly displayed and made available in some written form. User charges, where required, must be fixed through adequate discussion in village meetings, and all revisions must also be discussed. Collection systems, fines or sanctions for late or non-payment are other important points.

Management Systems for Village Facilities

In Gangadevapalli, the Water Committee also developed rules to regulate water supply from the OHTs and use in the community. Lifetime Membership fee for individual tap connection is decided by the Committee. No monthly rentals/ fee are charged. There is no public tap in the village, but sufficient water is available in household taps from 6 to 10 am every day. Tenants and temporarily residing families with no tap connection can collect water from neighboring families and pay an amount of Rs. 50 per month to the Water Committee. For family functions and celebrations, families have to pay Rs. 50 for required water. To maintain uniform distribution of water each tap connection is restricted to 1/2" diameter pipe at a maximum height of 4 feet from the distribution pipe line. To control water wastage every connection must have a regulating tap, and watering of plants is to be done with buckets – no hosepipe connections are allowed. Water supply is disconnected if any family is found watering the plants directly from the tap, or with overflow from collection tanks. Fines are also levied for stagnant water around taps or lack of on/off regulator on the tap. The families then have to pay a penalty of Rs. 100 for reconnection, and until the penalty is paid neighbors are not allowed to give water. Though residents monitor each household's behaviour and rule-breaking is immediately noted, the designated street leaders also monitor that residents adhere to the rules.

Recognizing the successful performance of the Water Committee TATA Projects has donated a water purification plant in 2004. The Water Committee has also framed rules for supply of safe drinking water to households from this plant - every family in the village is provided safe drinking water of 20 liters per day on payment of Rs. 300 per annum (which is less than a rupee per day); additional 20 liter cans of water are supplied at Rs. 2. Households must ensure that the cans are sufficiently cleaned, and maintain cards where water collection and payment is recorded.



In the system instituted by the Water Committee, every household has numbered 20-liter water cans (above) and is given a drinking water card. Empty cans are left to be filled at the RO plant every day and collected cans filled. Number of cans and charges are entered in the water card and the charges collected every month.

BRINGING IT ALL TOGETHER

The village planning and development process described in this Manual is REAL. It has been based on the successful experiences of Panchayats in various parts of the country. The process is also made fairly SIMPLE, being broken down to the common key steps taken by these successful Panchayats. The outcomes are also real, substantial and have completely transformed life and conditions in these villages. With a little systematic effort and by bringing people together, YOU can also achieve the same in your village.

As discussed throughout this Manual, three factors underlie the success of these efforts. First is **committed, transparent and honest leadership**.

The second factor is the **wide involvement of all people** in the village planning and development process.

The third is the **systematic planning and implementation efforts** described in this Manual – with people involved in all decision-making processes.

At the core is the **LEADERSHIP** factor. A few key pointers towards effective leadership –

- **Bring together a few key people in the village as a spear-head group** – elders, community leaders and other significant village members – to support your efforts.
- **Connect with ALL groups in the village** - women, young and the elders. All caste groups. People in all areas within the village. Officers and government staff in all departments connected with village affairs. Village residents who have migrated outside for jobs, education and/or business, whenever possible.
- **Be open, accessible, approachable and respectful to all**. No one should hesitate to share their ideas and views with you, your friends and in group or village meetings.
- **Be open to new ideas, whoever suggests it**. All suggestions and ideas must be given due consideration.
- **Be open and accept views contrary to your own** or to those of the people close to you. Contrary views serve to build sustainable development by bringing disagreements to the surface so that they can be resolved amicably and openly. Contrary views also open up new ideas and ways of looking at things that can be very productive and innovative.

With these simple leadership skills, and with systematic planning efforts, you can change your village!

INSERT I

This is a list of possible items for collecting village data for a Panchayat database. This list is only indicative – other items may be added or items in this list changed to suit the specific requirements of the village and the Panchayat.

Area details

- Area of village (in hectares)
- Number of households
- Average Household size
- Number of houses - Pucca
- Number of houses - kutcha
- Number of houses – mixed (partially pucca)

Population data based on local enumeration

- Total population - Persons
- Total population - Males
- Total population - Females
- Scheduled castes population - Persons
- Scheduled castes population - Males
- Scheduled castes population - Females
- Scheduled tribes population - Persons
- Scheduled tribes population - Males
- Scheduled tribes population - Females

Education facilities

- Number of school going children – girls, boys
- Number of children attending school (by age group)
- Number of primary schools
- Distance to nearest primary school
- Number of middle schools
- Distance to nearest middle school
- Number of secondary schools
- Distance to nearest secondary school
- Number of senior secondary schools (or distance to nearest ones)
- Number of colleges (or distance to nearest ones)
- College available within range (distance from village)

Number of adult literacy class/centres

Number of industrial schools (or distance to nearest one)

Number of training schools (or distance to nearest one)

Number of other educational schools (or distance to nearest ones)

Medical facilities

Medical facilities (or distance to nearest one)

Number of allopathic hospitals (or distance to nearest one)

Allopathic hospitals available within range

Number of ayurvedic hospitals (or distance to nearest one)

Number of unani hospitals (or distance to nearest one)

Number of homeopathic hospitals (or distance to nearest one)

Number of allopathic dispensaries (or distance to nearest one)

Number of ayurvedic dispensary (or distance to nearest one)

Number of unani dispensary (or distance to nearest one)

Number of homeopathic dispensaries (or distance to nearest one)

Number of maternity and child welfare centres

Maternity and child welfare centres available within range

Number of maternity homes (or distance to nearest one)

Number of child welfare centres (or distance to nearest one)

Number of health centres (or distance to nearest one)

Number of primary health centres

Primary health centres available within range

Number of primary health sub- centres (or distance to nearest one)

Number of family welfare centre (or distance to nearest one)

Number of T.B. clinics (or distance to nearest one)

Number of nursing homes (or distance to nearest one)

Number of registered private medical practitioners or within range

Number of subsidised medical practitioners or within range

Number of community health workers or within range

Number of other medical facilities

Drinking water facilities

Safe drinking water facilities – number of households covered

Tap water – households covered

Well water – households covered

Tank water – households covered

Tubewell water – households covered

Handpump – households covered

River water

Canals

Lakes

Spring

Other drinking water sources

Post, telegraph and telephone facilities

Availability of Post, telegraph and phone facilities

Number of post offices (or distance to nearest one)

Availability of internet connections

Number of telegraph offices (or distance to nearest one)

Number of post and telegraph office (or distance to nearest one)

Number of telephone connections

Communication facilities

Bus services

Railways services

Railway service available within range

Navigable waterway including river, canal etc.

Navigable waterway available within range

Banking facilities

Number of commercial banks

Commercial bank available within range

Number of Co-operative commercial banks

Co-operative bank available within range

Credit societies

Credit societies facilities

Number of agricultural credit societies

Available within range

Number of non agricultural credit societies

Available within range

Number of SHGs

 Women's SHGs (number and membership)

 Men's SHGs (number and membership)

 Mixed (or subject-specific SHGs eg., farmer's SHG) – number and membership

Other credit societies available within range

Recreational and cultural facilities

Television connections available
Number of households connected
Number of cinema/video-halls
Cinema / video-halls available within range
Number of sports clubs
Sports club available range
Number of stadium/auditorium
Stadium /auditorium available within range

Approach to villages

Approach through paved roads (distance)
Approach through mud roads (distance)
Approach foot path
Approach - navigable river
Approach - navigable canal
Approach - navigable waterway other than river or canal
Distance to nearest town

Power supply

Power supply facilities
Households with Electricity for domestic use
Households with Electricity of agricultural use
Electricity for other purposes (street-lighting, local businesses)
 Number of streetlights
 Number of business connections (eg., rice mills, flour mills, shops, etc)
 Number of community establishments connected (e.g, school, health center, etc)
Households with Electricity for all purposes

News paper/magazine

News paper/magazine facilities
Newspaper
Magazine

Income and expenditure of the village

Total income of Panchayat
Total expenditure of Panchayat

Most important commodities manufactured

Manufactured item no. 1

Manufactured item no. 2

Manufactured item no. 3

Land use in hectares

Extent of forest land

Extent of Panchayat land

Number of government canals

Number of private canals

Wells (without electricity)

Wells (with electricity)

Tube-wells (without electricity)

Tube-wells (with electricity)

Tanks

Rivers

Lakes

Waterfalls

Others

Total irrigated area

Unirrigated area

Culturable waste (including gauchar and groves)

Area not available for cultivation



1.2

Saansad Adarsh Gram Yojana (SAGY)

GUIDELINES



Department of Rural Development
Ministry of Rural Development
Government of India

ABBREVIATIONS

AABY	Aam Aadmi Bima Yojana	NDDB	National Dairy Development Board
ATMA	Agricultural Technology Management Agency	NFSA	National Food Security Act
BNV	Bharat Nirman Volunteer	NHM	National Health Mission
BPL	Below Poverty Line	NIRD & PR	National Institute of Rural Development and Panchayati Raj
BRGF	Backward Regions Grant Fund	NLM	National Literacy Mission
CAMPA	Compensatory Afforestation Fund Management and Planning Authority	NRDWP	National Rural Drinking Water Programme
CSC	Common Service Centre	NRLM	National Rural Livelihood Mission
CSR	Corporate Social Responsibility	PDS	Public Distribution System
FRA	The Schedule Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act	PMGSY	Pradhan Mantri Gram Sadak Yojana
GIS	Geographic Information System	PMJDY	Pradhan Mantri Jan-Dhan Yojana
GP	Gram Panchayat	PTA	Parent Teacher Association
IAY	Indira Awaas Yojana	PWD	Persons With Disability
ICDS	Integrated Child Development Services Scheme	RGGVY	Rajiv Gandhi Grameen Vidyutikaran Yojana
IIT	Indian Institute of Technology	RGPSA	Rajiv Gandhi Panchayat Sashaktikaran Abhiyan
IMR	Infant Mortality Rate	RKVY	Rashtriya Krishi Vikash Yojana
IWMP	Integrated Watershed Management Programme	RMSA	Rashtriya Madhyamik Shiksha Abhiyan
MGNREGA/ MGNREGS	Mahatma Gandhi National Rural Employment Guarantee Act/ Scheme	RSBY	Rashtriya Swasthya Bima Yojna
MKSP	Mahila Kisan Sashaktikaran Pariyojana	RSETI	Rural Self Employment Training Institutes
MMR	Maternal Mortality Rate	SAGY	Saansad Adarsh Gram Yojana
MNRE	Ministry of New and Renewable Energy	SAU	Social Audit Unit
MP	Member of Parliament	SHG	Self Help Group
MPLADS	Member of Parliament Local Area Development Scheme	SIRD	State Institute of Rural Development
MSME	Micro Small and Medium Enterprises	SRI	System of Rice Intensification
NABARD	National Bank for Agriculture and Rural Development	SSA	Sarva Shiksha Abhiyan
		UIDAI	Unique Identification Authority of India
		VDP	Village Development Plan

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MAHATMA GANDHI'S VISION OF A MODEL VILLAGE

Mahatma Gandhi's concept of rural development revolves around creating model villages for transforming 'swaraj' into 'su-raj'

His vision of an ideal village, in his own words:

An ideal Indian village will be so constructed as to lend itself to perfect sanitation. It will have cottages with sufficient light and ventilation built of a material obtainable within a radius of five miles of it.....The village lanes and streets will be free of all avoidable dust. It will have wells according to its needs and accessible to all. It will have houses of worship for all; also a common meeting place, a village common for grazing its cattle, a co-operative dairy, primary and secondary schools in which industrial education will be the central fact, and it will have panchayats for settling disputes. It will produce its own grains, vegetables and fruit, and its own khadi. This is roughly my idea of a model village. (Harijan, 9-1-1937; Vol. 64th: Pg. 217-18.)

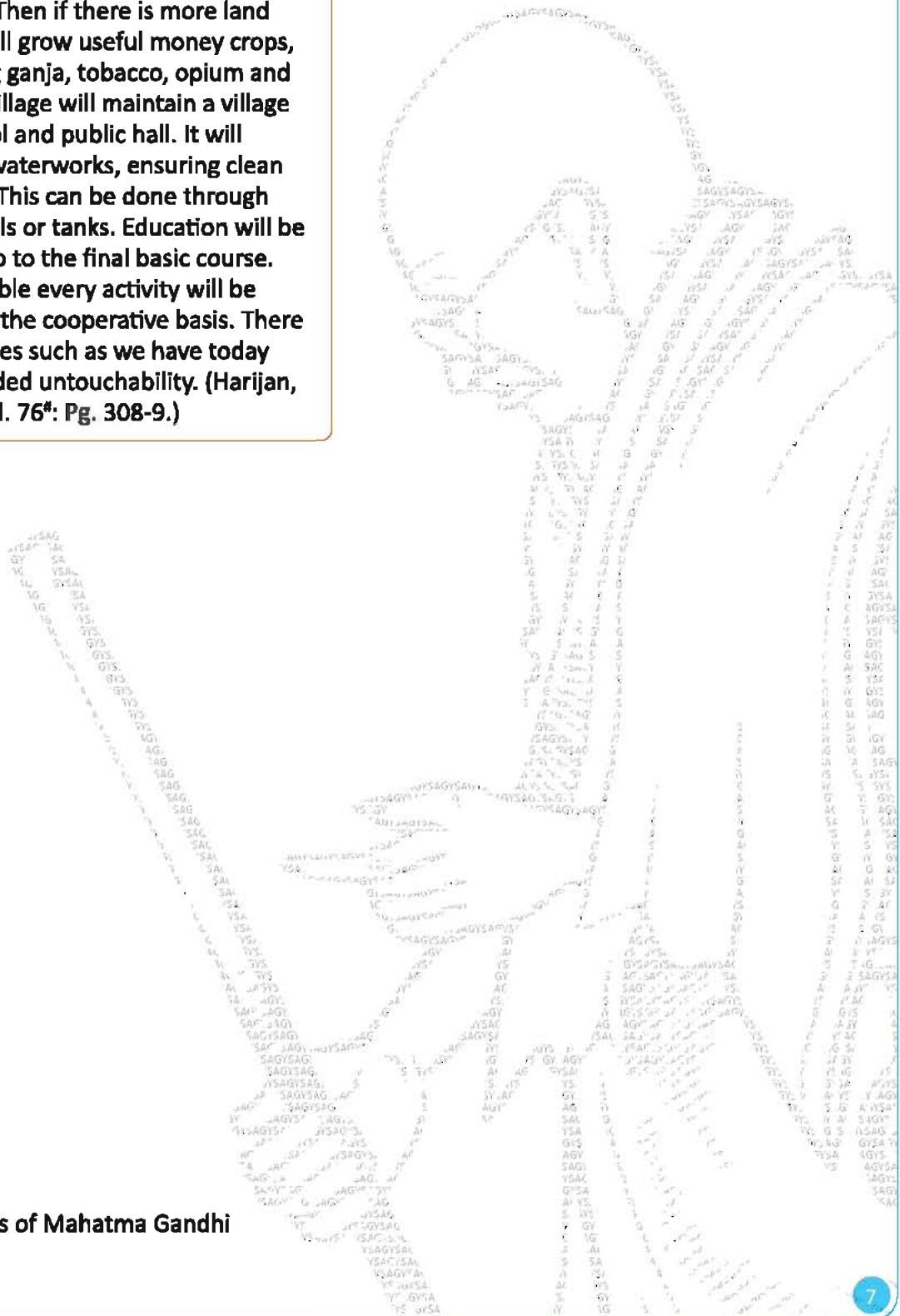
That village may be regarded as reformed...where the largest possible number of village industries are flourishing, in which nobody is illiterate, where the roads are clean, there is a fixed place for evacuation, the wells are clean, there is harmony among the different communities, and untouchability is completely absent, in which everybody gets cow's milk, ghee etc., in moderate quantities, in which nobody is without work, and which is free from quarrels and thefts... (Letter to Munnalal Shah, 4-4-1941; Vol. 73rd: Pg. 421)



“My idea of village swaraj is that it is a complete republic, independent of its neighbours for its own vital wants, and yet interdependent for many others in which dependence is a necessity. Thus every village’s first concern will be to grow its own food crops and cotton for its cloth. It should have a reserve for its cattle, recreation and playground for adults and children. Then if there is more land available, it will grow useful money crops, thus excluding ganja, tobacco, opium and the like. The village will maintain a village theatre, school and public hall. It will have its own waterworks, ensuring clean water supply. This can be done through controlled wells or tanks. Education will be compulsory up to the final basic course. As far as possible every activity will be conducted on the cooperative basis. There will be no castes such as we have today with their graded untouchability. (Harijan, 26-7-1942; Vol. 76#: Pg. 308-9.)



The task before every lover of the country is how to .. reconstruct the villages of India so that it may be as easy for any-one to live in them as it is supposed to be in the cities. Harijan, 7-3-1936



Collected works of Mahatma Gandhi

2. GOAL

The goal of Saansad Adarsh Gram Yojana (SAGY) is to translate this comprehensive and organic vision of Mahatma Gandhi into reality, keeping in view the present context

3. VALUES OF SAANSAD ADARSH GRAM YOJANA

Far beyond mere infrastructure development, SAGY aims at instilling certain values in the villages and their people so that they get transformed into models for others. These values include:

- i. Adopting people's participation as an end in itself – ensuring the involvement of all sections of society in all aspects related to the life of village, especially in decision-making related to governance
- ii. Adhering to Antyodaya – enabling the “poorest and the weakest person” in the village to achieve well-being
- iii. Affirming gender equality and ensuring respect for women
- iv. Guaranteeing social justice
- v. Instilling dignity of labour and the spirit of community service and voluntarism
- vi. Promoting a culture of cleanliness
- vii. Living in consonance with nature – ensuring a balance between development and ecology
- viii. Preserving and promoting local cultural heritage
- ix. Inculcating mutual cooperation, self-help and self-reliance
- x. Fostering peace and harmony in the village community
- xi. Bringing about transparency, accountability and probity in public life
- xii. Nurturing local self-governance
- xiii. Adhering to the values enshrined in the Fundamental Rights and Fundamental Duties of the Indian Constitution

4. OBJECTIVES

The main objectives of SAGY are:

- i. To trigger processes which lead to holistic development of the identified Gram Panchayats
- ii. To substantially improve the standard of living and quality of life of all sections of the population through –
 - a. improved basic amenities
 - b. higher productivity
 - c. enhanced human development
 - d. better livelihood opportunities
 - e. reduced disparities
 - f. access to rights and entitlements
 - g. wider social mobilization
 - h. enriched social capital
- iii. To generate models of local level development and effective local governance which can motivate and inspire neighbouring Gram Panchayats to learn and adapt
- iv. To nurture the identified Adarsh Grams as schools of local development to train other Gram Panchayats

SAGY aims at instilling certain values in the villages and their people so that they get transformed into models for others.

5. LESSONS FROM THE PAST

Some Gram Panchayats have shown exceptional achievement in integrated local development, mainly due to inspiring leadership and collective action. While learning from such best practices, it has also to be kept in mind that there are several challenges as revealed by past experiences related to local level development. The difficulties commonly faced are:

- i. Inability to develop a shared vision of development over a longer period
- ii. Disconnect between development inputs delivered and the genuine needs of the community
- iii. Lack of participation of all sections of society, especially the marginalized and the aged
- iv. Focus on infrastructure and expenditure ignoring the social aspects and sustainable outcomes
- v. Reliance primarily on government grants and not emphasising community contributions and self help
- vi. Absence of organic convergence of different schemes
- vii. Unfair decisions regarding allocation of benefits to locations and households leading to alienation
- viii. Political partisanship – perceived and real
- ix. Disregard of socio-cultural values of different sections of the community
- x. Existence of multiple power structures and absence of a reconciling mechanism
- xi. Ignoring environmental concerns for immediate gains
- xii. Prevalence of social evils like drinking, dowry, casteism, communalism and discrimination against women

6. APPROACH

In order to achieve these objectives, SAGY would be guided by the following approach:

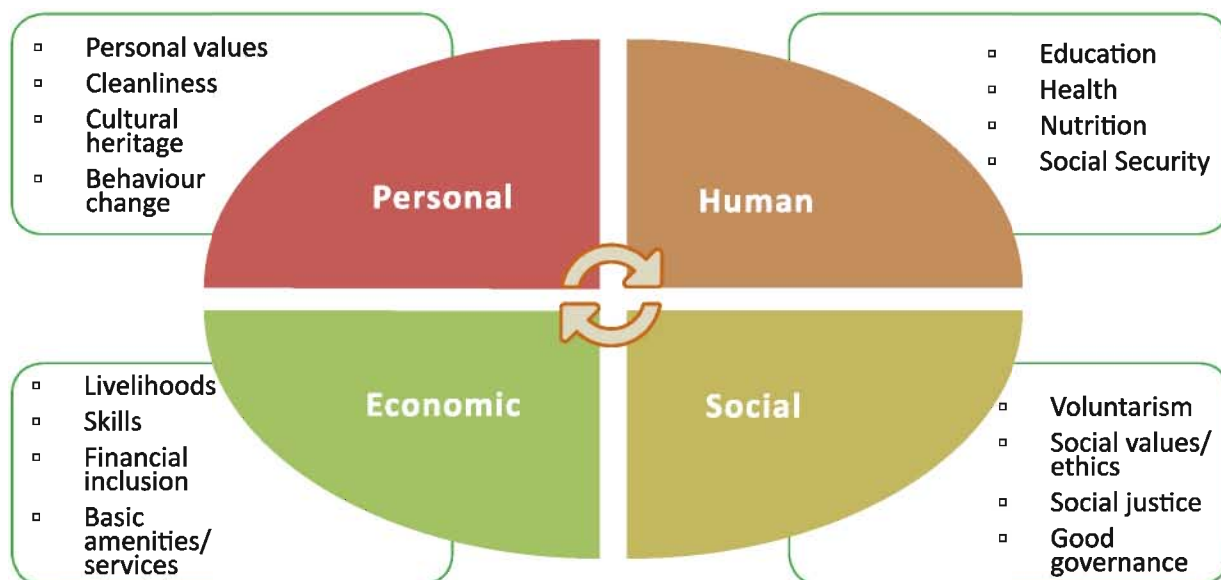
- i. Leveraging the leadership, capacity, commitment and energy of the Members of Parliament (MP) to develop model Gram Panchayats.
- ii. Engaging with and mobilizing the community for participatory local level development.
- iii. Converging different government programmes and private and voluntary initiatives to achieve comprehensive development in tune with people's aspirations and local potential.
- iv. Building partnerships with voluntary organisations, co-operatives and academic and research institutions.
- v. Focusing on outcomes and sustainability

Leveraging the leadership, capacity, commitment and energy of the Members of Parliament (MP) to develop model Gram Panchayats.

7. ACTIVITIES IN AN ADARSH GRAM

An Adarsh Gram should evolve out of people's shared vision, using their capacities and available resources to the best extent possible, duly facilitated by the MP, the Gram Panchayat, civil society and the government machinery. Naturally, the elements of an Adarsh Gram would be context specific. However, it is still possible to broadly identify the important activities. They would include:

Holistic development through SAGY



a. Personal development

- Inculcating hygienic behaviour and practices
- Fostering healthy habits including daily exercise and games
- Reducing risk behaviour- alcoholism, smoking, substance abuse, etc.

b. Human Development

- Universal access to basic health facilities consisting of health card, medical examination
- Total immunization
- Balancing the sex-ratio
- 100% institutional delivery
- Improving nutrition status for all, with special focus on children, adolescent girls, pregnant women, and lactating mothers
- Strong focus on the special needs of Persons With Disability (PWD), especially children and women
- Universal access to education facilities up to Class X and retention
- Conversion of schools into 'smart schools'. Smart schools will have IT enabled classrooms, e-libraries, web based teaching and will make all students e-literate required for providing quality education
- Adult literacy
- E-literacy
- Village libraries including e-libraries

c. Social development

- Activities for promotion of voluntarism like Bharat Nirman Volunteers
- Building the capacity of the people to fully participate and contribute to local development
- Activities for honouring village elders, local role models especially women, freedom fighters and martyrs
- Activities for violence and crime free villages such as:
 - Setting up Citizen Committees
 - Sensitization, especially of youth
- Village sports and folk arts festivals
- Having a village song to instil a sense of pride among the people
- Celebrating 'Village Day'
- Proactive steps for inclusion and integration of socially excluded groups, especially Scheduled Castes and Scheduled Tribes.

d. Economic Development

- Promoting diversified agricultural and allied livelihoods, including livestock and horticulture, through-
 - Organic farming
 - Soil health cards
 - Crop intensification such as SRI
 - Setting up of seed banks
 - Collection and value addition to Non Timber Forest Produce, Livestock development including Gobar Bank, cattle hostel

- f. Livestock development including Gobar Bank, cattle hostel
- g. Micro-irrigation
- h. Agro-service centres
- ii. Rural industrialization like:
 - a. Post-harvest technology applications
 - b. Micro-enterprises
 - c. Dairy development and processing
 - d. Food processing
 - e. Traditional Industries
- iii. Skill Development of all eligible youth for self-employment and placement
- iv. Village Tourism including eco-tourism

All the above activities should focus particularly on lifting households out of poverty, for which organising and federating women SHGs, providing employment to all workers, and bringing about financial inclusion are very important.

e. Environmental Development

- i. Activities for a clean and green village consisting of:
 - a. Providing toilets in each household and in all public institutions and ensuring their proper use
 - b. Appropriate solid and liquid waste management
- ii. Roadside plantations
- iii. Tree plantation in accordance with local preferences in homesteads, schools and public institutions – including green walkways
- iv. Social forestry
- v. Watershed management especially renovation and revival of traditional water bodies
- vi. Rainwater harvesting- rooftop as well as others
- vii. Reducing local pollution of air, water and land

f. Basic amenities and services

- i. Pucca houses for all houseless poor/poor living in kutcha houses
- ii. Drinking water, preferably treated piped water with household taps
- iii. Internal all weather roads with covered drains
- iv. All weather road connectivity to the main road-network
- v. Electricity connection to all households and street-lights including from

alternative sources of energy, especially solar

- vi. Pucca infrastructure for public institutions- Anganwadis, schools, health institutions, Gram Panchayat Office and libraries
- vii. Civic infrastructure including community halls, buildings for SHG federations, playgrounds and burial grounds/crematoria
- viii. Village markets
- ix. Infrastructure for PDS outlets
- x. Micro mini banks /post offices/ATMs
- xi. Broadband connectivity and Common Service Centres
- xii. Telecom connectivity
- xiii. CCTVs in public places

g. Social Security

- i. Pensions for all eligible families- old age, disability and widow
- ii. Insurance schemes like Aam Aadmi Bima Yojana
- iii. Health insurance- RSBY
- iv. PDS- universal access to all eligible households

h. Good Governance

- i. Strengthening of local democracy through strong and accountable Gram Panchayats and active Gram Sabhas
- ii. E-Governance resulting in better service delivery
- iii. Provision of UIDAI cards to all
- iv. Ensuring regular and punctual attendance of government and panchayat staff
- v. Time bound service delivery in line with Department's Citizens Charter
- vi. Holding of Mahila Gram Sabhas before every Gram Sabha
- vii. Holding of a Gram Sabha at least 4 times a year
- viii. Holding of Bal Sabhas every quarter
- ix. Proactive disclosure of all information pertaining to the implementation of the programme in the public domain and through wall-writing, notice boards in the local language. This should necessarily include the list of beneficiaries, item-wise budgets and expenditure.
- x. Gram Panchayat acting as an information facilitation centre
- xi. Timely redressal of grievances filed by people, such that:

1. Grievances of all nature to be submitted to the Gram Panchayat / Charge Officer and dated receipt to be given
 2. Grievances to be redressed within three weeks along with written reply
 3. Institutionalization of regular open platforms for airing of grievances and their redressal, coordinated by the Gram Panchayat
- xii. Half yearly Social Audit of the programme implementation by the Gram Sabha facilitated by the Social Audit Units set up under MGNREGA

Entry point activities to energize and mobilize the community towards positive common action

of Centrally Sponsored Schemes which could be utilised for different activities, their outputs and outcomes, is detailed in **Annexe I**. The operational details need to be contextualised locally, expanded as required, and fleshed out with innovative ideas.

8. STRATEGY

In order to convert the identified village into an Adarsh Gram through the specified activities, the following are the possible strategies:

- a. Entry point activities to energize and mobilize the community towards positive common action
- b. Participatory planning exercise for identifying peoples' needs and priorities in an integrated manner
- c. Converging resources from Central Sector and Centrally Sponsored Schemes and also other State schemes to the extent possible.
- d. Repairing and renovating existing infrastructure to the extent possible.
- e. Strengthening the Gram Panchayats and peoples' institutions within them
- f. Promoting transparency and accountability

For operationalising the strategies, the suggested framework indicating the list

Converging resources from Central Sector and Centrally Sponsored Schemes, and also other State schemes to the extent possible

9. IDENTIFICATION OF ADARSH GRAM

A Gram Panchayat would be the basic unit. It will have a population of 3000-5000 in plain areas and 1000-3000 in hilly, tribal and difficult areas. In districts where this unit size is not available, Gram Panchayats approximating the desirable population size may be chosen.

The MP would be free to identify a suitable Gram Panchayat for being developed as Adarsh Gram, other than his/her own village or that of his/her spouse.

The MP will identify one Gram Panchayat to be taken up immediately, and two others to be taken up a little later. Lok Sabha MP has to choose a Gram Panchayat from within his/her constituency and Rajya Sabha MP a Gram Panchayat from the rural area of a district of his/her choice in the State from which he/she is elected. Nominated MPs may choose a Gram Panchayat from the rural area of any district in the country. In the case of urban constituencies, (where there are no Gram Panchayats), the MP will identify a Gram Panchayat from a nearby rural constituency.

Primarily, the goal is to develop three Adarsh Grams by March 2019, of which one would be achieved by 2016. Thereafter, five such Adarsh Grams (one per year) will be selected and developed by 2024.

10. PLANNING

A Village Development Plan would be prepared for every identified Gram Panchayat with special focus on enabling every poor household to come out of poverty.

Before the formal plan formulation starts, there has to be systematic environment creation and social mobilisation which will be spearheaded by the MP himself/herself. The Gram Panchayat should also be fully involved. Some of the activities which could be considered are:

- a. Interaction (charcha) with the Gram Sabha, Mahila Sabha, Bal Sabha
- b. Interaction (charcha) with occupational groups and local organisations, including youth clubs
- c. Organisation of cultural and sports events
- d. Wall writings, Shivirs, Padayatras, Nukkad naataks etc
- e. Painting and Literary Competitions on how the village could be made a model one.
- f. Demonstration of videos of best practices in village development

These activities would result in a broad collective vision of what the village should be like and kindle the enthusiasm of the villagers. There after a two stage participatory planning process is suggested in which the MP plays a lead facilitatory role , along with the Gram Panchayat and the District Collector gives the necessary professional and coordination support.

In the first stage, activities which could be implemented by the people themselves through behavioural and social changes self-help and mutual help, shramdaan, local contributions, and local resources need to be identified. These could include the following:

- a. Having the community, including all elected representatives and government functionaries, take a collective pledge that the community will work towards its economic upliftment in a time bound manner so that no family in the village will languish below poverty line.

- b. Collectively reading out and reaffirming the fundamental rights and fundamental duties of the Indian Constitution.
- c. Organising Health camps
- d. Organising cleanliness drives
- e. Conducting animal health camps
- f. Intervention in Anganwadis to improve attendance and quality of service delivery
- g. Intervention in local schools improving attendance, enhancing quality of education, improving the quality of mid-day meals etc. in partnership with the PTAs.
- h. Planting of trees
- i. Revitalizing/organising SHGs
- j. Organising Rozgar Diwas under MGNREGA
- k. Improving Public Distribution System (PDS)
- l. Organisation of grievance redressal camps with the participation of the District Collector and key district level officers particularly relating to civil supplies, social welfare, land revenue etc.

During this stage, as many activities as possible from all the categories, particularly those relating to personal, human, social and environmental development, and good governance should be taken up. Simultaneously, Situation Analysis, which is the first step of the second stage could also be conducted.

Through these activities, the village community would have demonstrated its willingness to undertake the scheme in its fullness, triggering implementation of the next stage.

Thereafter, the second stage of the planning process could continue with the following broad steps:

1. Situation Analysis:

This, which would have been started during the first stage itself, is a two-fold process – both being undertaken at the same time

- i. A baseline survey, which has two purposes; firstly, to identify details of the existing scenario in different areas of development so that improvements could be suitably bench-marked to this.

Secondly, to provide basic data on the deficiencies and gaps in Infrastructure, amenities and services as well as the potential for future economic and human development. This should preferably be got done through an expert agency. In the alternative, an academic Institution or a group of trained experts could be assigned the task. The parameters which could be included in the baseline survey are indicated in the Annexure -II. Additional locally relevant Items may be added.

ii. **Participatory Situation Analysis:** This should be got done through the local community involving trained facilitators. The training would be arranged by the NIRD & PR. The key participatory techniques which could be used are:

- * **Social Map:** It is a map, drawn by the local persons, particularly women, depicting households



according to different categories, important institutions, physical and social Infrastructure and other amenities.

- * **Resource mapping:** This helps understand the natural and physical resources at the command of the village. This is also prepared by the local people and the map would show the following:

- ◇ Land use
- ◇ Water bodies
- ◇ Irrigation structures
- ◇ Physical layout of the land – showing slopes, undulations, drainage patterns etc.



The Resource Map would delineate the micro-watersheds and help identify the potential for agricultural development and natural resources management.

- * **Needs matrix:** This is prepared with the involvement of a cross-section of the local households to rationally assess the collective needs of the village and their priorities.

The data collected through the situation analysis should be captured on a GIS platform.

2. Review of Performance of the First Stage

This will be an exercise led by the MP jointly with the District Collector, the Gram Panchayat, and the community, to critically assess the performance in the first stage – that is, what the village has been able to achieve on its own and what it will definitely be able to complete in a reasonable period of time.

Based on this assessment, the village could move to the next step of strategy-setting

3. Strategy setting:

Based on the review of the first stage, and data from the baseline survey and the participatory assessments, a select group of stakeholders, officials and experts could suggest the strategies for development and the activities needed to operationalise the strategies. In other words, the schemes and projects required would be outlined.

4. Identifying the resource envelope:

The resources available need to be mapped. Broadly, they could be classified as follows:

- i. Resources of fully tied schemes – centrally sponsored and State- such as IAY, PMGSY etc
- ii. Resources which are partially tied and permit flexibility of use like MGNREGS, RKVY, NRLM, NHM, SSA etc.
- iii. Resources which are largely untied such as BRGF, MPLADS etc which permit a great deal of flexibility to fill in critical gaps as required. Local Area Development Scheme of MLAs may also be tapped, subject to their consent
- iv. Purely untied resources of the Gram Panchayats like own revenue, Central and State Finance Commission grants etc
- v. Resources which could be mobilised locally in cash, kind and labour
- vi. CSR funds.

The above categories of resources should be used in a convergent and integrated manner to generate maximum synergy. In respect of Central Sector/Centrally Sponsored Schemes/programmes, the Ministries/Departments concerned will take appropriate action to make suitable changes in the guidelines to enable priority to be given to the Adarsh Gram

5. Finalisation of needs:

This is best done through a two part process: the first part being consultations with the different stakeholders particularly women SHGs and farmer groups and the second part being the Gram Sabha discussions. In these fora, the summary of the results of the exercises done so far has to be presented in a simple and clear manner and the needs and priorities finalised as normatively and unanimously as possible.

6. Preparation of the draft Village Development Plan (VDP):

A Working Group will be set up by the District Collector consisting of officials and outside professionals/experts to draw up the draft Village Development Plan on the basis of the needs prioritized by the people. The VDP should also include the activities, contributions, and achievements of the

first stage. It should state the expected outputs and outcomes along with the timelines.

7. Clearance of the VDP by the Gram Sabha:

The draft VDP will be presented to the Gram Sabha for discussion and clearance.

8. Approval of the VDP:

This will be done by the District level committee headed by the District Collector, in the presence of the MP duly considering his/her comments and suggestions. While approving the VDP, the committee will clearly indicate the phasing of different components with specific targets for three months, six months, nine months, one year and beyond.

9. Projectisation and sanctions:

The components of the approved plan should thereafter be projectised by the departmental officers concerned, who should then get the administrative, financial and technical approvals as may be necessary under the guidelines of the respective scheme. The District Collector will personally coordinate this exercise to make it smooth and time-bound. He will be assisted by the Charge Officer

10. Disclosure and Dissemination:

The details of all the processes and all the components of the approved plan covering the physical and financial aspects and the expected outputs and outcomes should be pro-actively disclosed and disseminated widely.

It has to be ensured that the planning process organically emerges from the environment creation and social mobilisation exercise which prepares the ground for this. Also, adequate care should be taken to prevent this from becoming either a routine or technical exercise.

N.B: The deliverables under the scheme may be classified and reported as immediate (within 3 months), short term (within 6 months), medium term (within 1 year) and long term (beyond 1 year).

11. TIMELINES

Along with the finalisation of the Plan, timelines need to be indicated for different activities including the 'soft' interventions at the personal and social levels. While activity-specific timelines would vary according to the local situation, certain broad timelines are suggested below:

Item of work	Time from the date of launch
Selection of Adarsh Gram	One month
Awareness generation on the scheme	Two months
Environment creation and social mobilisation	Three months
Initialisation of First Stage activities	Three months
Review of First Stage activities	Five months
Completion of preparation of VDP	Seven months
Approvals and sanctions	Eight months
Activities to begin	Nine months
Review of progress of VDP at Gram Sabha level and District Level	One Year

Engage with the community in the village and motivate them to take up development activities on their own according to their capacity

12. ROLES AND RESPONSIBILITIES

The responsibility of implementing the SAGY will rest with elected representatives of Panchayats and the functionaries of the programmes' concerned at different levels. The two must work together to accurately identify the common needs of the village and the needs of vulnerable households in particular, leverage resources of different programmes, facilitate peoples participation in implementation, monitoring and maintenance of works taken up under the scheme.

Overall coordination and review mechanisms will also be laid out at different levels. In addition this scheme will also serve the purpose of demonstrating best practices for dissemination to other areas. Specific roles and responsibilities of how this will be done are outlined below:

a. Member of Parliament:

- Identify and select the Adarsh Gram
- Engage with the community in the village and motivate them to take up development activities on their own according to their capacity
- Propagate the values of the scheme
- Initiate start-up activities to build up the right environment
- Facilitate the planning process
- Mobilise additional resources to the extent possible, particularly from CSR and philanthropies
- Fill up critical gaps in the plan using MPLADs funds
- Monitor the progress periodically and take the lead in sorting out issues and problems
- Proactively facilitate transparency and accountability in the programme implementation and help sort out public grievances
- Coordinate with the community to achieve the desired, non-tangible outcomes, particularly the social ones

b. Government of India

At the national level, the nodal ministry for implementing this scheme will be the Ministry of Rural Development. For overseeing the implementation, there will be two national level committees. One, will be headed by the Minister for Rural Development with the participation of the Ministers in charge of Planning, Programme Implementation and other key ministries as may be decided. The second committee will be headed by the Secretary of Rural Development with representatives from the following ministries/departments not below the rank of Joint Secretary:

- Panchayati Raj
- Planning
- Land Resources
- Women and Child Development
- Health and Family Welfare
- School Education
- Micro, Small and Medium Enterprises
- Drinking Water Supply and Sanitation
- Power
- New and Renewable Energy
- Telecom
- Information Technology
- Water resources
- Social Justice and empowerment
- Tribal Affairs
- Environment, Forests and Climate Change
- Agriculture
- Sports and Youth Affairs
- Other relevant ministries

The committee may co-opt experts in the key thematic areas of this scheme. It would be assisted by a small, focused, high impact secretariat comprising of three resource persons on contract.

The tasks of the Committee would be to:

- Monitor the process of identification and planning
- Review the implementation of the scheme
- Decide mechanism for concurrent monitoring and post project evaluation

for which a web-based monitoring system will be developed, laying down standardised monitoring practices across states.

- Identify bottlenecks and problems, and initiate remedial action where necessary- including changes of the guidelines of this Scheme.
- Indicate specific resource support that each ministry will provide to build capacity across states
- Promote cross learning across States
- Disseminate best practices in village level development including through video and print
- Issue operational guidelines and advisories from time to time which may be item specific or pertaining to the scheme in general

c. State level

Given the number of state schemes which will be drawn into the fold of this scheme and the variation in implementation structures for different centrally sponsored programmes across states, there has to be an Empowered Committee headed by the Chief Secretary consisting of the relevant Departments and including experts as required, with at least two civil society representatives. The Secretary of the Rural Development Department of the State will be the member-convenor. Two full time resource persons on contract may be deployed to support the work of this state level committee.

Disseminate best practices in village level development including through video and print

This committee will meet at least once a quarter and perform the following tasks:

- Supplement the central SAGY guidelines and issue state specific instructions which take into account different state schemes. These must lay out the roles and responsibilities of functionaries at the GP, block, district and state level.
- Review Village Development Plans from across constituencies and suggest changes, if required to ensure that the key outputs are achieved within the stipulated timelines
- Review implementation and lay down monitoring mechanisms supplementary to the web-based monitoring system.
- Identify bottlenecks, and the technical and administrative support required and issue necessary instructions/ Government Orders from time to time
- Coordinate with the committees at the national level as required
- Develop a time table for exposure visits to the model villages and design a state level plan for dissemination of best practices
- Design a grievance redressal mechanism for the scheme which will be put in place at the level of the Charge Officer and the district in accordance with scheme guidelines

This Committee may interact with MPs, if necessary in small groups, to identify problems and sort them out.

d. District level

The District Collector will be the nodal officer for implementing SAGY. The District collector will conduct a monthly review meeting with representatives of the participating line departments. The Member(s) of Parliament concerned will chair the review meetings. The heads of the GPs concerned will also be invited for these monthly meetings.

The District Collector will appoint a competent Charge Officer of sufficient seniority, for every Gram Panchayat who will coordinate the implementation at the local level and will be fully responsible and

accountable for the implementation. The District Collector will also actively involve Prime Minister's Rural Development Fellows (PMRDFs) and identified professionals of the District Mission Management Units, of NRLM in the scheme, wherever they are there.

The District Collector will be responsible for:

- Conduct of the baseline survey
- Facilitation of village level plan preparation
- Converging the relevant Schemes
- Coordination of scheme implementation across line departments
- Review of progress on a monthly basis and reporting to the State and Government of India.
- Adherence to grievance redressal and proactive disclosure norms laid down by the respective scheme guidelines
- Arrangement of frequent site visits to assess progress.

13. USE OF TECHNOLOGY & INNOVATIONS

Adoption and adaptation of technology and introduction of innovations are critical to this programme. These would broadly be in the following areas:

- i. Space applications and remote sensing: This will be used in the planning and monitoring of the programmes. Assets will also be mapped using GIS. The State remote sensing agencies would provide necessary support.
- ii. Mobile based technologies - These are essentially for monitoring the programmes through geo-tagging. The NIC would provide the necessary modules and the support.
- iii. Agriculture related technologies and innovations - These could improve productivity and add value –to be sourced from the local Krishi Vigyan Kendra and the District ATMA.

- iv. Livelihood related technologies and innovations -These could be sourced from the National Innovation Foundation and the Bank of Ideas and Innovations set up by the Ministry through the State Rural Livelihood Missions.
- v. Appropriate building construction technologies -These would be developed using expert organisations which work with local material and local designs. The Ministry of Rural Development and Rural Housing Knowledge Network of IIT Delhi would provide the necessary back-up.
- vi. Road construction technologies - This would be made available by The National Roads Development Agency of the Ministry of Rural Development.
- vii. Water supply and sanitation related technologies -The Ministry of Drinking Water and Sanitation would provide the technologies that are cost efficient and innovative.

The Ministry of Rural Development would prepare a compendium of relevant technologies and innovations and carry out a dissemination exercise specially aimed at Adarsh Grams.

14. LEVERAGE THE STRENGTHS OF THE PRIVATE, VOLUNTARY AND COOPERATIVE SECTORS

SAGY should proactively tap the resources and the strengths of the private, voluntary and cooperative sectors which could help in:

- Providing technical assistance in planning and monitoring
- Making available relevant technologies for local adoptions
- Making investments/providing services for local economic development, either independently or to supplement Government efforts through:
 - * Training and capacity building local functionaries
 - * Skilling local youth to improve employability

- * Providing market linkages to local products through standardization, quality assurance etc
- * Mentoring for personal and social development

15. CAPACITY BUILDING

Implementation of this programme requires highly motivated and knowledgeable personnel. Also the Gram Panchayats concerned have to be suitably capacitated. The Ministry of Rural Development would put in place a specially designed capacity building programme to be operationalised by the National Institute of Rural Development and Panchayati Raj (NIRD & PR), Hyderabad through the SIRDs at the State level.

Further, the Ministry of Rural Development would:

- i. Prepare detailed handbooks for operationalising the different components for the stakeholders.
- ii. Document and disseminate best practices related to innovative village development.

Identify the best performing Gram Panchayats for peer-group learning through twinning arrangements

- i. Set up a help-desk in the NIRD & PR to serve as a single point for clarification of doubts and for giving advice where necessary.
- ii. Identify the best performing Gram Panchayats for peer-group learning through twinning arrangements.

16. OUTCOMES

Most of the outcomes related to investments and schemes are detailed in **Annexe II**. In addition, SAGY is expected to have other significant outcomes which would include:

- Increased livelihoods/employment opportunities
- Reduction in distress migration
- Freedom from bonded labour, child labour and manual scavenging
- 100% registration of deaths and births
- Evolution of alternate dispute resolution system acceptable to all sections of the community
- Peace and Harmony
- Demonstration effect on other Gram Panchayats

17. MONITORING

At the national level, a separate, real time web based monitoring system will be put in place for the scheme covering all aspects and components. The system would have the interface enabling the MP and other key stakeholders to log-in and give suggestions/comments, and even raise queries or complaints, which should be promptly responded to by the implementing authorities.

Every process taken under this programme, will be photographed and geo-tagged and made available in public domain. Similarly, photographs of all assets at different stages would be uploaded.

The outputs under each activity would be measured every quarter vis-à-vis the physical and financial targets set out in the Village Development Plan. Further, the core monitorable indicators of the 12th Five Year Plan would be utilised as appropriate.

The outcomes will also be tracked from time to time to the extent possible.

Evaluation

A mid-term evaluation of performance would be conducted through a competent independent agency. Also a post-project assessment of performance and outcomes would be similarly undertaken.

Awards

Awards are proposed to be given in the following categories:

- i. Best practices
- ii. Best Charge Officers
- iii. Best District Collectors
- iv. Best Adarsh Grams

18. SUSTAINABILITY

Post project sustainability is expected to be achieved through the following:

- Continuing leadership and guidance of the MP
- Strong ownership and leadership of the Gram Panchayat and the village community with role clarity on operation and maintenance of the assets created under the programme.
- Involvement of the private sector in operation and maintenance of bigger assets like sewerage and large water supply schemes.
- Involvement of SHGs in the operation and maintenance of smaller community assets like vermicompost systems, small water supply schemes, nutrition centres, citizen service centres, libraries etc.
- Clear protocols in respect of departmental responsibilities in operation and maintenance to be laid down and agreed upon, upfront at the time of approval of projects under the Plan.

“Arise, awake, and stop not till the goal is reached”

Swami Vivekananda

Annexe-I

Details of Activities

1. Personal development

1.1. Activity: Hygienic Behaviour and Practices

Aim	<ul style="list-style-type: none">Improving personal hygiene for all consisting of<ul style="list-style-type: none">Daily cleaning of teethUse of Sanitary ToiletsDaily BathWashing hands after toilet and before eatingWearing clean clothesPersonal menstrual hygiene of adolescent girls and women
Strategy	<ul style="list-style-type: none">House-to-house campaign through health volunteers and Swachhata MitrasEducation through anganwadi centres, schools, SHGs, and organisation of camps.Wall Writings; Information Boards at relevant locationsStreet Plays, Film Shows etc.Community Radio, if established, can be a very useful medium.
Schemes	<ul style="list-style-type: none">NHMICDSSwachh Bharat Mission
Outputs	<ul style="list-style-type: none">Formation of health brigade from the youth volunteersHouse visits by health brigadeEncouraging early adopters and follow up with defaulters
Outcomes	<ul style="list-style-type: none">Reduced incidence of diarrhoea and other infectious diseasesReduction of other personal illnessImproved sense of well-being

1.2. Activity: Inculcating habits of regular physical exercise

Aim	<ul style="list-style-type: none">Mandatory physical exercise everyday as per the requirements of the gender and age groups, individually or in groups
Strategy	<ul style="list-style-type: none">Providing variety of options: Gym, yoga, walking/jogging, sports for everyone to choose from.Health volunteers to guide and follow up personally
Schemes	<ul style="list-style-type: none">MPLADSNehru Yuvak Kendra SangathanMGNREGSState Government Sports Schemes
Outputs	<ul style="list-style-type: none">Setting up playgrounds and parksIdentification and provision of opportunities for physical exercise for allEngaging with every person in the village and facilitate daily exercise regimen
Outcomes	<ul style="list-style-type: none">Prevention of illnessIncreased well-being

1.3. Activity: Reducing risk behaviour- alcoholism, smoking, substance abuse etc

Aim	<ul style="list-style-type: none">▪ Reducing risk behaviours like alcoholism, smoking, substance abuse (drugs/ tobacco/gutka etc) among all age groups of population
Strategy	<ul style="list-style-type: none">▪ Identification of people addicted▪ Working on behavioural changes – SHGs and health volunteers▪ Campaign through Schools, Youth Clubs, SHGs, as well as places of worship▪ Reducing availability of risk substances in the village
Schemes	<ul style="list-style-type: none">▪ NHM▪ MPLADS (for hardware, as applicable)▪ Schemes of Health and Family Welfare
Outputs	<ul style="list-style-type: none">▪ Identification of risk behaviours and practitioners▪ Social sanction against risk behaviours▪ Attacking the source of substances▪ Working on de-addiction and behavioural change
Outcomes	<ul style="list-style-type: none">▪ Increased well being▪ Improved health outcomes▪ Improved peace and harmony at homes and in society▪ Reduction in violence against women

2. Human development

2.1. Activity: Health and Nutrition

Aim	<ul style="list-style-type: none">▪ Universal access to basic health facilities consisting of health card, medical examination▪ Complete immunization▪ Balanced nutrition irrespective of economic status, gender and age group▪ Balancing the sex ratio
Strategy	<ul style="list-style-type: none">▪ Identify and fill gaps in health infrastructure and materials.▪ Identify and fill up vacancies of trained health and para-health professionals▪ Identify training needs and capacitate health and para-health professionals, and handhold through follow up.▪ Organise immunization and de-worming drives through habitation specific camps▪ Issuance of health card to each and every person.▪ Create a calendar of health education interventions through street theatre, puppetry and other social communication methods throughout the year.▪ Train volunteer groups for behaviour and social change on issues like anaemia, hygiene and health.▪ Monitor and significantly improve the quality of the noon meal program in schools and the nutrition component in Anganwadi.
Schemes	<ul style="list-style-type: none">▪ The National Health Mission(NHM)▪ ICDS for nutrition along with SABLA and Saksham schemes.
Outputs	<ul style="list-style-type: none">▪ Significant reduction in MMR, IMR, NMR over three years▪ Significant increase in immunization of infants and children upto five years of age and institutional delivery of infants over three years.▪ Significant reduction in the incidence of anaemia and Grade III and IV malnutrition in infants, complete arrest of Grade I and II malnutrition reduction in the incidence of anaemia in adolescents, pregnant women, and lactating mothers.
Outcomes	<ul style="list-style-type: none">▪ 100% immunization▪ 100 % institutional delivery▪ Significant reduction in malnutrition, especially among children and adolescent girls, pregnant women and lactating mothers.▪ Significant change in the quality of the health delivery and monitoring system of NHM▪ Increased capacity of the health and para health professionals, who could act as resource persons for the next year.▪ Significant change in behaviour and attitudes relating to health and hygiene.

2.2. Activity: Education for all

Aim	<ul style="list-style-type: none"> ▪ Universal access to education facilities up to Class X ▪ Conversion of schools into 'smart schools' for providing quality education ▪ Adult literacy ▪ E-literacy ▪ Village libraries including e-libraries
Strategy	<ul style="list-style-type: none"> ▪ Identify and fill gaps in education infrastructure and materials. ▪ Identify and fill up vacancies of trained education professionals ▪ Identify training needs and capacitate education professionals. ▪ Convert the GP schools into 'smart schools'. Smart schools will have IT enabled classrooms, e-libraries, web based teaching and will make all students e-literate. This will be done through filling the infrastructure gaps. ▪ Organise adult literacy campaigns to ensure functional literacy through youth volunteers. ▪ Use of cultural forms viz. street theatre, puppetry and other social communication methods throughout the year. ▪ Create local toys and education resource centres and materials using local knowledge and materials ▪ Start a local newspaper which is conceptualized and run by local youth. ▪ Organise Skype sessions with identified eminent persons from the fields of arts, literature and social reform. ▪ Organise exhibitions on local histories and talks by experts. ▪ Construct and/or equip a fully functional library including e-resources, with a trained librarian ▪ Conduct training for every person interested in e-learning. ▪ Organise youth groups to ensure every child, particularly girl child is in school, working children be motivated for transition schools and special facilities provided for children with special needs.
Schemes	<ul style="list-style-type: none"> ▪ Sarva Shiksha Abhiyan(SSA), ▪ Rashtriya Madhyamik Shiksha Abhiyan (RMSA), ▪ National Literacy mission(NLM) ▪ National Child Labour Project(NCLP) ▪ MPLADS
Outputs	<ul style="list-style-type: none"> ▪ Significant increase in the enrolment, attendance, completion and transition at every class level, at least till class 10. ▪ Significant decrease in the dropout rates from the first year onwards and a significant increase in retention for all classes. ▪ Improved Minimum Levels of Learning (MLLs) in primary classes ▪ All infrastructure and capacity building gaps identified and filled. ▪ All vacancies filled up. ▪ Adults going through functional literacy campaign assessed for numeracy and literacy. ▪ At least one person from every family able to use the computer and the internet.
Outcomes	<ul style="list-style-type: none"> ▪ Developing a reading habit that changes the world-view-awareness about the location of the self and the community in the interconnected world. ▪ Self-reliance and mutual respect ▪ Ability to articulate choices and decision making including amicable conflict resolution. ▪ Awareness about rights and responsibilities that bring accountability. ▪ Capability to use technology appropriately and adapt in the present world.

3. Social development

3.1. Activity: Social Development

Aim	<p>To create a vibrant and harmonious village society through</p> <ul style="list-style-type: none"> ▪ Activities for promotion of voluntarism like Bharat Nirman Volunteers ▪ Capacity building of the people to fully participate and contribute to local development. ▪ Activities for honouring village elders, local role models especially women, freedom fighters and martyrs ▪ Activities for violence and crime free villages such as ▪ Citizen Committees ▪ Sensitization, especially of youth ▪ Village sports and folk arts festivals ▪ Having a village song to instil a sense of pride among the people ▪ Celebrating 'Village Day'
Strategy	<ul style="list-style-type: none"> ▪ Organise citizen education ▪ Involve youth groups in health camps and adult literacy drives. Create discussion groups through the libraries. ▪ Reclaim local histories and identify/select the village day. ▪ Celebrate the village day through exhibitions and honouring the village elders, and local role models, especially women, freedom fighters and martyrs. ▪ Reclaim local repositories of songs. ▪ Start competitions where different groups create a new song that reflects the spirit of the village, and select the village song for different festivals and occasions. ▪ Start local folk music and arts festivals that reflect the diversity of India. ▪ Organise citizen-mohalla committees for peaceful and crime free village life. ▪ Organise Gender Sensitization programs and peace education training programs ▪ Organise village discussions on local production and productivity and employment
Schemes	<ul style="list-style-type: none"> ▪ Bharat Nirman Volunteers ▪ Youth Club schemes ▪ MPLADS ▪ IEC components of appropriate scheme
Outputs	<ul style="list-style-type: none"> ▪ Organisation and sustaining of the youth volunteer groups for community development through yearly activities schedule. ▪ Constitution of citizen committees. ▪ Significant reduction in disputes and crimes, esp. crimes against women.
Outcomes	<ul style="list-style-type: none"> ▪ United and harmonious village ▪ Crime-free society ▪ Increase in awareness, knowledge and opportunities for self-expression

3.2. Activity: Clean Villages

Aim	<p>Universal access to sanitation consisting of:</p> <ul style="list-style-type: none"> ▪ Household toilets for all ▪ Toilets in all public institutions ▪ Solid and liquid waste management ▪ Toilet linked biogas plants
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Strategy	<ul style="list-style-type: none"> ▪ Identify all houses without Individual Household Latrines (IHHL) and facilitate construction of toilets in each household ▪ Identify lack of toilets in all public institutions in the GP and facilitate construction. ▪ IEC initiatives to create demand for and promote use of toilets – both individual and institutional ▪ Construct covered drains along with liquid waste treatment pits ▪ Garbage collection, segregation and disposal systems ▪ Initiate behaviour change campaigns on hygiene and sanitation through involvement of youth groups and social communication methods like street theatre and puppetry for open defecation free villages. ▪ Identify appropriate solid and liquid waste management technologies for the particular GP context and roll out in a phased manner.
Schemes	<ul style="list-style-type: none"> ▪ MGNREGA ▪ Swachh Bharat Abhiyaan ▪ MPLADS
Outputs	<ul style="list-style-type: none"> ▪ Fulfil the norms of Nirmal Gram ▪ Complete Saturation of IHHL and public infrastructure of toilets in the GP ▪ Efficient solid and liquid waste management systems
Outcomes	<ul style="list-style-type: none"> ▪ Open Defecation Free village ▪ Clean streets and public places

4. Economic development

4.1 Promoting diversified agricultural livelihoods, including livestock and horticulture, through-

Aim	<ul style="list-style-type: none"> ▪ Sustainable Agriculture and Organic Farming
Strategy	<ul style="list-style-type: none"> ▪ Transfer of technology for organic farming to the farmers' groups, especially women ▪ Preparation of Soil Health Cards ▪ Setting up local Seed Banks ▪ Crop intensification such as SRI (System of Rice Intensification) ▪ Micro irrigation and Drip Irrigation ▪ Solar pumping systems ▪ Agro service centres
Schemes	<ul style="list-style-type: none"> ▪ Schemes of the Ministry of Agriculture ▪ MKSP under NRLM ▪ MGNREGS
Outputs	<ul style="list-style-type: none"> ▪ Soil Health Cards prepared ▪ Seed Banks established ▪ SRI Practiced ▪ Micro Irrigation Infrastructure established and Agro Service Centres set up
Outcomes	<ul style="list-style-type: none"> ▪ Reduced use of chemical fertiliser ▪ Reduced use of chemical pesticides ▪ Enhanced production of organic manure and use of organic pesticides. ▪ Availability of farm machinery at reasonable hire charges.

4.2 Rural Industrialization-

Aim	<ul style="list-style-type: none"> ▪ Livestock development including Gobar Bank, Cattle Hostel ▪ Post-harvest technology applications ▪ Food Processing and Dairy Processing ▪ Other Micro Enterprises
Strategy	<ul style="list-style-type: none"> ▪ Enhancing livestock based livelihoods through better management practices and well-planned linkages ▪ Conducting cattle health campaigns and fairs ▪ Establishment of Gobar Banks for organic manure ▪ Cattle Hostels with linkage to biogas production, as a model of providing modern integrated common facilities for better care and improving productivity of all cattle in the village ▪ Construction and provision of storage facilities, especially common storage facilities to reduce post harvest losses ▪ Grading and sorting of produce at the village level ▪ Decentralised small scale food processing activities ▪ Small scale dairy processing coupled with marketing of such produce ▪ Revive rural industries ranging from traditional artisanal occupations such as weaving, and pottery to modern cottage and small scale industries ▪ Activities related to village tourism, including eco-tourism
Schemes	<ul style="list-style-type: none"> ▪ Schemes of Ministry of Agriculture, especially Department of Dairy and Animal Husbandry. Support from NDDB and NABARD ▪ MGNREGS ▪ Schemes of Department of Food Processing and Department of Dairy and Animal Husbandry ▪ Schemes of Ministry of MSME and Ministry of Textiles
Outputs	<ul style="list-style-type: none"> ▪ Construction of worksheds ▪ Establishment of market linkages (esp. cooperatives) ▪ Establishment and functioning of animal healthcare facilities ▪ Post harvest storage and grading facilities created ▪ Processing units / cooperative facilities set up ▪ Rural enterprise units established
Outcomes	<ul style="list-style-type: none"> ▪ Enhanced livestock based incomes ▪ Better price realisation for agricultural and allied produce ▪ Significant / Substantial proportion of agricultural and dairy produce is processed in the village before being marketed outside. ▪ Enhanced employment and incomes

4.3 Skill Development for all eligible youth

Aim	<ul style="list-style-type: none"> ▪ Development of skill of the rural community to enhance their livelihoods
Strategy	<ul style="list-style-type: none"> ▪ Identifying skill demand and skill gap ▪ Identifying suitable training & certification agencies ▪ Skill building for self employment and placement in the formal sector ▪ Introducing vocational education in schools ▪ Identifying employers and placement opportunities ▪ Identifying self employment opportunities and setting up support services ▪ Continuous skill upgradation for sustained employment ▪ Skilling the MGNREGS workers ▪ MIS for tracking the progress of trained youth
Schemes	<ul style="list-style-type: none"> ▪ National Rural Livelihoods Mission ▪ Aajeevika Skills ▪ RSETI ▪ Schemes of Ministry of MSME
Outputs	<ul style="list-style-type: none"> ▪ Trained skilled youth
Outcomes	<ul style="list-style-type: none"> ▪ Significant increase in skill levels ▪ Gainful employment and enhanced livelihoods

4.4. Organising Women SHGs and Financial Inclusion

Aim	<ul style="list-style-type: none"> Formation of Women's SHGs is the master strategy that provides multiple outcomes ranging from women's empowerment to livelihood enhancement to financial inclusion. The model village should be able to bring together women from all social groups and economic situations in to SHGs and connect them to banks as individuals as well as groups.
Strategy	<ul style="list-style-type: none"> Universal inclusion through participatory identification of the poor (PIP) Organisation of SHGs of women and their federations at the GP and cluster levels Bank linkages Ensure that all women SHG members have individual PMJDY bank accounts.
Schemes	<ul style="list-style-type: none"> National Rural Livelihoods Mission Pradhan Mantri Jan Dhan Yojana
Outputs	<ul style="list-style-type: none"> Constitution and functioning of SHGs. Opening of individual bank accounts Establishment of bank linkage. Establishment of household and collective enterprise
Outcomes	<ul style="list-style-type: none"> Increased incomes through enhanced livelihoods. Inculcation of saving habit.

4.5 Employment under MGNREGA

Aim	<ul style="list-style-type: none"> Implementation of MGNREGA as per the provisions of the Act.
Strategy	<ul style="list-style-type: none"> Effective demand capture through Rozgar Diwas Better, participatory planning Provision of works as per demand Timely payment of wages Identification and creation of quality productive assets
Schemes	<ul style="list-style-type: none"> Mahatma Gandhi National Rural Employment Guarantee Scheme
Outputs	<ul style="list-style-type: none"> Provision of employment as per demand Creation of quality productive assets
Outcomes	<ul style="list-style-type: none"> Enhanced incomes and poverty reduction

5. Environmental Development

5.1 Activity: Roadside plantations, Tree plantation in homesteads, schools and public institutions; and Social Forestry

Aim	<ul style="list-style-type: none"> Increase coverage of trees in rural areas
Strategy	<ul style="list-style-type: none"> Planting trees—those having economic, environmental, social and cultural value - in homesteads and public places, especially road sides, canal bunds, commons, and farm bunds Develop green walkways in and around the village Assigning usufruct rights over tree in public land to the poorest of the poor households Development of local nurseries Simplification of systems for payment of maintenance expenditure

Schemes	<ul style="list-style-type: none"> ▪ MGNREGS ▪ National Horticulture Mission ▪ Schemes of the Ministry of Environment, Forests and Climate Change (like CAMPA)
Outputs	<ul style="list-style-type: none"> ▪ Plantations and nurseries of multiple species ▪ Development of a village nursery can provide employment to the aged and the differently abled.
Outcomes	<ul style="list-style-type: none"> ▪ Income and employment from the trees. ▪ Prevention of soil erosion ▪ Increased green cover ▪ Mitigating effects of climate change

5.2 Activity: Watershed management especially revival of traditional water bodies

Aim	<ul style="list-style-type: none"> ▪ Developing the village along the principles of Watershed Management to enhance livelihoods, through improving irrigation, improving drainage, and checking erosion
Strategy	<ul style="list-style-type: none"> ▪ Scientific and participatory assessment of the health of the watershed and developing treatment measures
Schemes	<ul style="list-style-type: none"> ▪ IWMP and MGNREGS
Outputs	<ul style="list-style-type: none"> ▪ Water harvesting and soil conservation structures created, revived, rehabilitated
Outcomes	<ul style="list-style-type: none"> ▪ Enhanced irrigation facilities ▪ Improved drainage ▪ Increased groundwater levels

5.3 Activity: Reducing local pollution of air, water and land

Aim	<ul style="list-style-type: none"> ▪ Reduce as well as mitigate the impacts of air, water and land pollution.
Strategy	<ul style="list-style-type: none"> ▪ Quick and participatory assessment of different kinds of pollution affecting the village ▪ Making the village open defecation free ▪ Soil testing and preparation of soil health cards ▪ Composting linked to biogas and preparation of farmyard manure ▪ Social ban on use of polyethylene bags and other harmful pollutants ▪ Unnat Chullah for cooking
Schemes	<ul style="list-style-type: none"> ▪ Schemes of MNRE as well as MGNREGS ▪ Schemes of Ministry of Agriculture
Outputs	<ul style="list-style-type: none"> ▪ Social and physical infrastructure for reducing waste and pollution
Outcomes	<ul style="list-style-type: none"> ▪ Reduced pollution and profitable use of waste ▪ Improved health outcomes ▪ Aesthetically appealing surroundings

5.4 Rainwater harvesting- rooftop as well as others

Aim	<ul style="list-style-type: none"> ▪ Popularization of rain water harvesting as a traditional practice in rural India
Strategy	<ul style="list-style-type: none"> ▪ Rooftop rainwater harvesting integrated to toilet units in individual houses as well in public buildings. ▪ Structures such as Eris, Kunds, Tankas and Tanklis in desert and other low rainfall areas
Schemes	<ul style="list-style-type: none"> ▪ NRDWP (National Rural Drinking Water Programme) ▪ MGNREGS
Outputs	<ul style="list-style-type: none"> ▪ IWMP structures created and rehabilitated.
Outcomes	<ul style="list-style-type: none"> ▪ Enhanced availability of water for drinking and other purposes.

6. Basic amenities

6.1 Activity: Pucca houses for all houseless poor/poor living in kutcha houses

Aim	▪ Pucca houses for all houseless poor/poor living in kutcha houses
Strategy	▪ Identification of all families living in temporary structures and prioritising them based on vulnerability - due priority to the elderly and single member households ▪ Taking up housing on a saturation mode, as far as possible in viable clusters
Schemes	▪ Indira Aawas Yojana
Outputs	▪ Durable, permanent houses for all
Outcomes	▪ Improved well-being and dignity of living

6.2 Activity: Drinking water, preferably treated piped water with household taps

Aim	▪ Drinking water, preferably treated piped water with household taps
Strategy	▪ Survey to identify existing and potential sources of drinking water ▪ Assess current and future habitation-specific needs ▪ Purify, rehabilitate and sustain the existing sources ▪ Preparation of village water security plan
Schemes	▪ National Rural Drinking Water Programme
Outputs	▪ Piped water connection for all households
Outcomes	▪ Improvement in health, reduction in water-borne diseases such as diarrhoea

6.3 Activity: Internal all weather roads with covered drains and all-weather road connectivity to the main network

Aim	▪ Internal all weather roads with covered drains and all-weather road to the main network
Strategy	▪ Existing kutcha roads in and out of the village may be listed and made pucca.
Schemes	▪ Pradhan Mantri Gram Sadak Yojana ▪ MGNREGA ▪ Backward Region Grants Fund
Outputs	▪ Completed construction of all-weather roads that meets the target number of kilometres as identified during the needs assessment exercise.
Outcomes	▪ Improved connectivity to and from the village which will enhance economic activity and access to public services as well as markets

6.4 Activity: Electricity connection to all households including from alternative sources of energy, especially solar

Aim	▪ Electricity connection to all households and street lights including from alternative sources of energy, especially solar
Strategy	▪ Identify best suited source of renewable energy given topography (eg – wind, solar, micro hydro etc.) ▪ Baseline survey of households without access to electricity ▪ Electricity connections provided including from new and renewable energy sources. ▪ Priority given to vulnerable households and public buildings
Schemes	▪ Rajiv Gandhi Grameen Vidyutikaran Yojana, ▪ MNRE Schemes

Outputs	<ul style="list-style-type: none"> ▪ 100% electrification of households in the village ▪ Street lights ▪ Increase in connectivity through telecom and internet
Outcomes	<ul style="list-style-type: none"> ▪ Enhancement of economic activity and increase in incomes of households in the village

6.5 Activity: Pucca infrastructure for public institutions- Anganwadis, schools, health institutions, Gram Panchayat Office and libraries

Aim	<ul style="list-style-type: none"> ▪ Pucca infrastructure for public institutions- Anganwadis, schools, health institutions, Gram Panchayat office and libraries ▪ All public buildings, especially schools, will be built using environment friendly local technologies using local materials and will have extensive tree coverage
Strategy	<ul style="list-style-type: none"> ▪ Through participatory planning methods, the order of priority of the need for public infrastructure to be determined. ▪ Repair and renovation of existing infrastructure to be given first priority to the extent doable ▪ Identification of location for construction of different physical buildings ▪ Technical support and supervision provided to prepare estimates, procure tenders and monitor quality of construction ▪ Ensuring fully functional facilities in these buildings including barrier free access in accordance with scheme guidelines
Schemes	<ul style="list-style-type: none"> ▪ MGNREGA, ▪ Backward Regions Grant Fund, ▪ RGPSA ▪ Sarva Shiksha Abhiyan, ▪ ICDS
Outputs	<ul style="list-style-type: none"> ▪ Repair/renovation of existing public infrastructure ▪ Construction of high quality anganwadis, schools, health institutions, Gram Panchayat office and library where absent and fully functional public services in the village
Outcomes	<ul style="list-style-type: none"> ▪ Improvement in quality of services through the public institutions, particularly relating to health and nutrition, ▪ More accessible Gram Panchayats ▪ Developing reading habit and improving learning levels

6.6 Activity: Civic infrastructure including community halls, buildings for SHG federations, playgrounds, PDS outlets, and burial grounds/crematoria

Aim	<ul style="list-style-type: none"> ▪ Civic infrastructure including community halls, buildings for SHG federations, playgrounds and PDS outlets, and burial grounds/ crematoria.
Strategy	<ul style="list-style-type: none"> ▪ Identification of location for construction of different types of civic infrastructures through participatory planning processes ▪ Technical support and supervision provided to prepare estimates, procure tenders and monitor quality of construction
Schemes	<ul style="list-style-type: none"> ▪ MGNREGA, ▪ Backward Regions Grant Fund, ▪ Sarva Shiksha Abhiyan ▪ MPLADS ▪ Rajiv Gandhi Khel Abhiyan
Outputs	<ul style="list-style-type: none"> ▪ Construction of high quality community assets
Outcomes	<ul style="list-style-type: none"> ▪ Strengthened SHGs, increase in physical and recreational activities amongst youth, better organisation of community events and festivals, better functioning PDS outlets

6.7 Activity: Village markets

Aim	<ul style="list-style-type: none">▪ Develop well-functioning and efficient village markets
Strategy	<ul style="list-style-type: none">▪ Consultations with producer groups to identify location, size and nature of village market to be constructed▪ Technical support and supervision to prepare estimates, procure tenders and monitor quality of construction
Schemes	<ul style="list-style-type: none">▪ National Rural Livelihoods Mission,▪ MGNREGS
Outputs	<ul style="list-style-type: none">▪ Village markets constructed at strategic locations
Outcomes	<ul style="list-style-type: none">▪ Improved marketing and sale of agricultural produce and increase in incomes of households

6.8 Activity: Micro mini banks /post offices/ATMs and provision of UIDAI card

Aim	<ul style="list-style-type: none">▪ Ensuring linkage of the all rural areas with an efficient banking network
Strategy	<ul style="list-style-type: none">▪ Survey existing coverage of bank and post offices in the local area▪ Identify banking partners for extending micro ATM services to unserved areas▪ Opening of accounts▪ Conduct enrolment camps and door to door distribution of UIDAI cards
Schemes	<ul style="list-style-type: none">▪ PM Jan Dhan Yojana and other schemes of the Department of Financial Services▪ BRGF▪ Finance Commission Grants
Outputs	<ul style="list-style-type: none">▪ 100% financial inclusion of all▪ 100% Aadhaar enrolment
Outcomes	<ul style="list-style-type: none">▪ Increase in savings, reduced impact of income shocks, and increase in standard of living

6.9 Activity: Broadband, telecom connectivity and Common Service Centres

Aim	<ul style="list-style-type: none">▪ Broadband, telecom connectivity and Common Service Centres
Strategy	<ul style="list-style-type: none">▪ Common Service Centres may be built as part of Gram Panchayat office.▪ E-literacy of citizens may be facilitated through modules and regular classes.
Schemes	<ul style="list-style-type: none">▪ CSC Scheme of DEITY,▪ National Optical Fibre Network (NOFN)▪ Schemes of Telecom Department
Outputs	<ul style="list-style-type: none">▪ 100% access to internet and mobile connectivity
Outcomes	<ul style="list-style-type: none">▪ Bridging the digital divide▪ Digital literacy, greater access to information and knowledge, increased opportunities for innovation

7. Social Security

7.1 Activity: Pensions for all eligible families- old age, disability and widow

Aim	<ul style="list-style-type: none">▪ Coverage of social security schemes for all eligible persons on principles of saturation
Strategy	<ul style="list-style-type: none">▪ Door to door identification exercise to register all eligible persons under NSAP and the state social pension schemes▪ Time bound sanction of pension▪ Opening of bank/PO account▪ Timely payment of pension through micro ATMs

Schemes	<ul style="list-style-type: none"> ▪ IGNOAPS, IGNWPS, IGNDPS and ▪ Other state social pension schemes
Outputs	<ul style="list-style-type: none"> ▪ All eligible pension beneficiaries receive timely payment into their accounts
Outcomes	<ul style="list-style-type: none"> ▪ Reduced vulnerability of the elderly, widows and persons with disability to health and income shocks, and enhanced dignity of life

7.2 Activity: Insurance schemes

Aim	<ul style="list-style-type: none"> ▪ Universal coverage of insurance schemes
Strategy	<ul style="list-style-type: none"> ▪ Door to door identification exercise to register all eligible persons under PMJDY, RSBY and AABY ▪ Time bound sanction of insurance ▪ Systems for preparation of claims using SHG network
Schemes	<ul style="list-style-type: none"> ▪ Aam Aadmi Bima Yojana, ▪ RSBY/State health insurance schemes ▪ PMJDY
Outputs	<ul style="list-style-type: none"> ▪ Saturated coverage of all households eligible for AABY and RSBY under the programme coverage ▪ Coverage of all eligible households under PMJDY
Outcomes	<ul style="list-style-type: none"> ▪ Reduced risk of health and income shocks and enhanced social security

7.3 Activity: PDS- universal access to all eligible households

Aim	<ul style="list-style-type: none"> ▪ Universal coverage of PDS
Strategy	<ul style="list-style-type: none"> ▪ Door to door identification of beneficiaries and distribution of ration cards to all in accordance with the provisions of the NFSA ▪ Timely distribution of full entitlement of grain to families according to the provisions of the NFSA ▪ Social audit of the PDS institutions
Schemes	<ul style="list-style-type: none"> ▪ National Food Security Act ▪ State PDS schemes
Outputs	<ul style="list-style-type: none"> ▪ Implementation of all provisions of NFSA
Outcomes	<ul style="list-style-type: none"> ▪ Enhanced food security and improved nutritional outcomes

8. Good governance

8.1 Strengthening Gram Panchayats

Aim	<ul style="list-style-type: none"> ▪ Strengthening local democracy and improving capacity of Gram Panchayats to perform their functions particularly in relation to public service delivery
Strategy	<ul style="list-style-type: none"> ▪ Providing basic infrastructure for Gram Panchayats like Panchayat Bhavan, computers etc ▪ Capacity building of elected functionaries and officials ▪ Activating Standing Committees of Panchayats ▪ Creating Functional Committees and vitalizing participatory fora like Watershed Committees, Village Health and Sanitation Committees, PTAs etc.
Schemes	<ul style="list-style-type: none"> ▪ BRGF ▪ RGPSA ▪ MGNREGS

Outputs	<ul style="list-style-type: none"> ▪ Good infrastructure for Gram Panchayats ▪ Functioning committees ▪ Trained functionaries
Outcomes	<ul style="list-style-type: none"> ▪ Deeper local democracy

8. 2. Activity: Social Audit

Aim	<ul style="list-style-type: none"> ▪ Half yearly Social Audit of all components done by the Gram Sabha
Strategy	<ul style="list-style-type: none"> ▪ Rope in Social Audit Unit (SAU) of the State to facilitate the Gram Sabha of the GP in conducting a social audit ▪ Information collected above to be shared with the members of the community, SHG members, Village Resource Persons, District Resource Persons of the SAU 15 days prior to the Social Audit being conducted ▪ Conducting a 100% house to house verification to verify the records with individual testimonies ▪ Recording of individual testimonies and grievances in writing during the verification ▪ Conduct of a Social Audit Gram Sabha where findings of the social audits are read out in front of the Gram Sabha which shall be attended by functionaries from the implementing agencies, independent observers etc where decisions will be taken on each of the findings read out
Schemes	<ul style="list-style-type: none"> ▪ All schemes
Outputs	<ul style="list-style-type: none"> ▪ All schemes being implemented in the selected GP having gone through a social audit conducted by the Gram Sabha
Outcomes	<ul style="list-style-type: none"> ▪ Complete transparency of expenditure of public funds to the community

8.3 Pro-active disclosure

Aim	<ul style="list-style-type: none"> ▪ Pro- active disclosure of all information pertaining to the implementation of the programme in the public domain
Strategy	<ul style="list-style-type: none"> ▪ Identify the following categories of information pertaining to all programmes/ interventions that are being made in the selected gram Panchayat through the SAGY: <ul style="list-style-type: none"> ▪ Job chart of functionaries responsible for carrying out duties with their designations and contact details ▪ Pre requisites to be identified as a beneficiary under the programme/ intervention ▪ Norms of delivery of benefit including service standards ▪ List of beneficiaries of the programme/intervention in the GP ▪ Amount of benefit/amount allocated to each beneficiary ▪ Order of prioritization of the beneficiaries ▪ Item wise approved budget and expenditure for the scheme in the GP ▪ Statement of records held by the Department concerned at the Block and District Level ▪ Name and contact details of Project Implementing Agency (PIA) ▪ Collate this information for the GP and ensure its disclosure through wall paintings, notice boards and public places in the GP
Schemes	<ul style="list-style-type: none"> ▪ Right to Information Act, 2005
Outputs	<ul style="list-style-type: none"> ▪ Compliance of the GP with all provisions of Section 4 of the Right to Information Act, 2005
Outcomes	<ul style="list-style-type: none"> ▪ Complete transparency of expenditure of public funds to the community

8.4. Activity: Timely grievance redressal

Aim	<ul style="list-style-type: none">▪ Ensure redressal of all grievances faced by citizens within a well defined time period
Strategy	<ul style="list-style-type: none">▪ All inhabitants of the selected village will be able to submit their complaints in writing to the Panchayat and be entitled to a dated receipt▪ Gram Panchayat to remain open everyday to receive complaints from members of the community▪ Gram Panchayat to submit the grievances received to concerned departments for redressal▪ Concerned departments to ensure that the complainant receives a written response to the grievance submitted by him/her stating the decision taken and outcome of the grievance submitted within 21 days▪ Panchayats may also put in place regular public hearings where grievances will be heard and redressed in the public domain.
Schemes	<ul style="list-style-type: none">▪ All schemes
Outputs	<ul style="list-style-type: none">▪ Timely redressal of grievances lodged by citizens
Outcomes	<ul style="list-style-type: none">▪ Putting in place of a uniform and standard grievance redress mechanism for all development schemes rolling out in the GP

8.5. Activity: Time bound service delivery in line with Department's Citizens Charter

Aim	<ul style="list-style-type: none">▪ Time bound service delivery in line with Citizens Charter▪ E-Governance to improve quality of service delivery
Strategy	<ul style="list-style-type: none">▪ Develop a Citizens Charter of the scheme which shall mandatorily include key services, job charts and service standards▪ Communicate and disseminate the contents of the charter to all community members▪ Ensure regular and punctual attendance of government and panchayat staff▪ Facilitate citizens in filing grievances where services are not provided to citizens within the prescribed time frame and ensure its redressal▪ Provision of computers to the Gram Panchayat▪ Introduction of E-Governance applications like PRIASoft, PLANPLUS, NREGASoft, AwaasSoft and GIS based applications for local planning and mobile based applications for monitoring programmes and grievance redressal▪ Capacity building for E-Governance
Schemes	<ul style="list-style-type: none">▪ RGPSA▪ MGNREGA▪ MPLADS▪ BRGF
Outputs	<ul style="list-style-type: none">▪ Ensure timely provision of key services to citizens▪ Proper monitoring of important schemes
Outcomes	<ul style="list-style-type: none">▪ Ensure accountable and timely service delivery to citizens▪ Improved local governance

8.6. Activity: Holding of Gram Sabha, Mahila Sabha and Bal Sabha

Aim	<ul style="list-style-type: none">▪ Participatory decision making through regular (at least once a quarter), inclusive and transparent gram sabhas, mahila sabhas and bal sabhas
Strategy	<ul style="list-style-type: none">▪ Create awareness amongst people about importance of participatory platforms for people to make decisions▪ Conduct special women gram sabhas (Mahila Sabhas) to deliberate on issues relating to women and child development and priority issues such as sanitation▪ Conduct special children's gram sabha (Bal Sabha) to discuss issues of their education, recreation and safety▪ Encourage elected representatives, MPs, MLAs to attend the Gram Sabhas▪ Encourage SHG Women to participate and organise women to attend Gram Sabhas
Schemes	<ul style="list-style-type: none">▪ Panchayati Raj Act of the State
Outputs	<ul style="list-style-type: none">▪ All decisions taken by the GP pertaining to utilization of resources and monitoring to be based on the needs and aspirations of all sections of the community
Outcomes	<ul style="list-style-type: none">▪ Flourishing democratic engagement at the grassroots

Annexe-II

Baseline Format to be filled at the level of the GP

Particulars	Details
Number of primary schools	
Number of children below the age of 15	
Number of children below the age of 15 going to school	
Number of children below the age of 15 dropped out of school	
Female literacy	
Number of anganwadis	
Number of Kasturba Gandhi Bal Vidyalayas	
Ratio of teacher: student in the primary school	
Number of PHCs/Sub-Centres	
Number of institutional deliveries recorded	
Ratio of patient: doctor	
Number of libraries	
Number of children identified as malnourished in GP	
Number of children identified as underweight	
Number of women identified as anaemic	
Number of children identified as anaemic	
Infant Mortality Rate (IMR)	
Maternal Mortality Rate (MMR)	
Number of Bharat Nirman Volunteers	
Number of crimes reported	
Number of police stations	
Ratio of constable: citizens	
Number of FIRs registered	
Number of households with toilets	
Number of households with no access to toilets	
Number of common sanitation complexes	
Does GP Bhawan have toilets	
Does hospital have a toilet	
Number of trees in the GP	
Number of BPL families	
Number of SC Households	
Number of ST households	
Number of landless households	
Number of IAY beneficiaries	
Number of FRA beneficiaries	

Particulars	Details
Number of Households headed by single women	
Number of Households headed by physically handicapped persons	
Number of SHGs	
Number of active SHGs	
Number of federations	
Number of SHG leaders	
Number of persons having a bank account	
Distance from the bank Branch	
Distance from the Post office	
Presence of ATM in the village	
Area of cultivable land	
Area of irrigated land	
Area of un-irrigated land	
Area of common land	
Area of fallow land	
Category wise livestock in the GP	
Details of production in the Gram Panchayat	
1. Agriculture	
2. Animal Husbandry	
3. Village Industries	
Number of functional water bodies	
Area within 2 km of the reach of functional water bodies	
Number of active Job Card holders under MGNREGA	
Number of active Job Card holders who have completed 100 days of work	
Number of food storage facilities	
Number of dairy processing units	
Number of Households who do not pucca houses	
Number of households who do not have household taps for treated potable water	
Number of roads within the GP	
Number of roads within the GP which are not all weather	
Number of Households which do not have electricity connection	
Number of anganwadis in the GP	
Number of Fair Price Shops/PDS outlets in the GP	
Number of CSC in the GP	
Number of eligible Households for pension (old age, widow, disability)	
Number of eligible Households who are not receiving pension	
Number of Households eligible for Ration Card	
Number of eligible HHs who have a ration card	
Number of households covered under RSBY	
Number of HHs covered under AABY	
Number of shops selling alcohol	

Adarsh Gram (Model Village): A Concept Note

1. The Idea of a model village

68.9% of our population lives in rural areas (Census 2011). Though number is expected to fall in the coming years, it is still estimated that more than half of our population would be rural even in 2050. Despite there being several past initiatives by governments at all levels – Central, State and Local – in the past, the level of improvement has not kept pace with the rising aspirations among Indians. On most development parameters, there is still a significant gap between rural and urban India, as the table below illustrates:

Sector	Parameter	Urban	Rural
Expenditure poverty	% people below poverty line (2011-12) (Tendulkar estimates)	14%	26%
	% people below poverty line (2011-12) (Rangarajan estimates)	27.2%	31.3%
Education	Literacy Rate - 2011#	85%	68.9%
	Average years of school education of working population*	8.42	4.72
Health	Infant Mortality Rate (IMR) – 2011##	28	46
	Life Expectancy at birth - 2002-06 **	68.8	62.1

Source: Census 2011, *Source: NSS 2009-10, Rural-Urban Divide In India, Hnatkovska and Lahiri, 2012, ** Source: Family Welfare Statistics In India, 2011, ## Source: National Health Profile, CBHI

One reason for the failure of rural development schemes has been the lack of a holistic focus on the village as a unit. Separate flagship schemes targeting different sectors such as health (NRHM), education (SSA) and livelihood (NREGA, NRLM) have been launched in the past, but met with limited success. The "Model Village" concept could address these challenges comprehensively. It can address resource deficits in each of these sectors, with adequate focus on the special needs of every village.

The idea of an "Adarsh Gram" or model village has been explored earlier as well, most notably through the **Pradhanmantri Adarsh Gram Yojana**, launched by the Central Government in 2009-10. The scheme was implemented in pilot mode in 1000 villages of Assam, Bihar, Himachal Pradesh, Rajasthan and Tamil Nadu, with an allocation of Rs 10 lakh per village. This limit was later raised to Rs 20 lakh per village. The target villages under the scheme were those with more than 50% of the population belonging to Scheduled Castes (SCs). Additionally, State governments have also taken steps in this direction. Himachal Pradesh launched a **Mukhya Mantri Adarsh Gram Yojana** along similar lines in 2011, with the allocation of Rs 10 lakh per village.

The proposed "**Sansad Adarsh Gram Yojana**" of the Central Government aims to involve MPs more directly in the development of model villages. By adopting a village(s) under this initiative, an MP has the opportunity to directly benefit all sections of a village community in an integrated, efficient and participatory fashion. The following sections in this brief highlight the important objectives that a model village could achieve, and covers the core features of a model village in India. Section 6 covers the important guidelines under the new "Sansad Adarsh Gram Yojana".

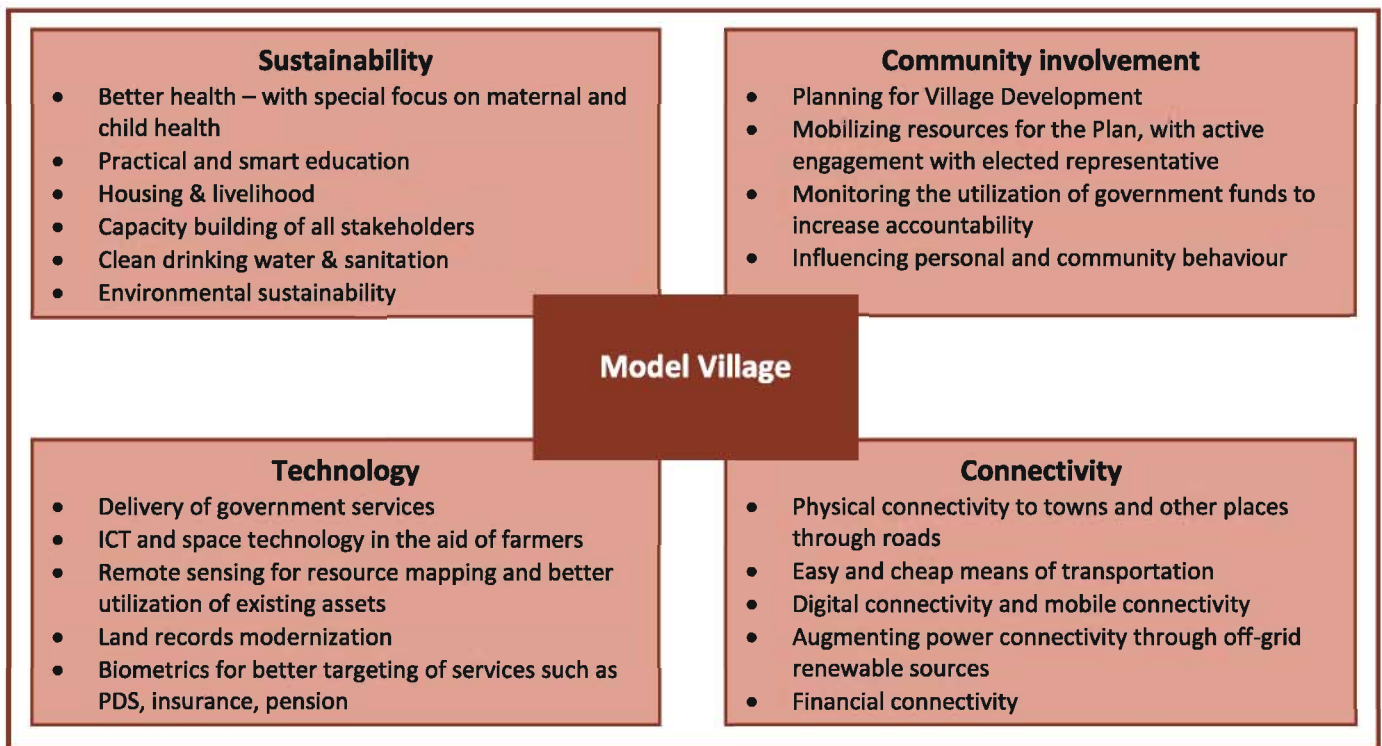
2. Objectives

A model village project has the following important objectives:

- **Prevent distress migration** from rural to urban areas, which is a common phenomenon in India's villages due to lack of opportunities and facilities that guarantee a **decent standard of living**.
- Make the model village a **“hub”** that could attract resources for the development of other villages in its vicinity.
- Provide **easier, faster and cheaper access** to urban markets for agricultural produce or other marketable commodities produced in such villages
- Contribute towards **social empowerment** by engaging all sections of the community in the task of village development.
- Create and sustain a **culture of cooperative living** for inclusive and rapid development.

3. Key elements of a model village

A 21st century model village in India needs to incorporate certain key themes which would be essential for its success. The figure below highlights these broad thematic focus areas, and also mentions the important elements under each such theme.



An intervention under one of these areas could have an effect across other areas as well. For example, technology could be used to improve the quality and delivery of other services such as health and education, which in turn contributes to sustainable development. Similarly, the use of renewable energy, apart from meeting energy needs, also contributes towards environmental sustainability. Village tree plantation drives could encourage a community participation, benefit the environment, prevent soil erosion and benefit agriculture, conserve water, and finally contribute to the aesthetics of the village. A number of these initiatives have already been taken in different parts of the country, but most of them have been attempted in isolation. The urgent need is to bring about a convergence of all such initiatives, for which 2 things would be essential – a) grassroots level planning; and b) mobilization of resources.

4. Resources

For an MP, there are 3 primary resource streams which can be utilized for this purpose:

- **Funds under existing schemes** across different sectors such as health, education, skill development, livelihood etc could be utilized, and based on the specific demands of the village, resources could be channelized into the development of the village. Some important Centrally Sponsored Schemes (CSS) which could be utilized are NRLM, NHM, SSA, NREGA, BRGF, RKVY and Mid-day Meal Scheme.
- **MPLAD funds** (Rs 5 crore per year) could be utilized for the construction of high quality, sustainable assets such as school buildings, hospitals, Anganwadi Centres and school kitchens for Mid-Day meals. Funds could also be channelized into road construction, and the construction of toilets in schools and homes, particularly for girls.
- **CSR funds**, of which a much larger corpus is available after the latest amendment to the Companies Act, could also be used for the purpose of infrastructure development in the constituency.
- **Self-help groups**, who are eligible for subsidized loans under various Central and State government initiatives
- **Gram Panchayats** could also raise loans, if legally permitted to do so under the State Panchayati Raj Acts like in the case of Kerala.

5. Choosing a village for adoption

As per the latest Census, there are more than 640,000 villages in India, and more than 2.5 lakh Gram Panchayats (GPs). In other words, every Lok Sabha constituency has more than 450 such Panchayats on an average. Among these, choosing one (or 2-3) GP for the purpose of adoption is also an important decision to be made. According to the latest guidelines, the MP may choose any Gram Panchayat with a population of 3000-5000 people in plain areas, and 1000-3000 in hilly, tribal and difficult areas. However, as the PM has observed,

1. **Strong Panchayats in terms of finances, functions and functionaries** – The village Panchayat will have a pivotal role to play in any village development project. The financial and functional strength of a Panchayat will be extremely useful in preparing village plans, mobilizing community opinion in favour of a particular initiative, and implementing the initiative in a transparent and time-bound manner.
2. **Proximity to an urban centre** – Choosing a village close to an urban centre might facilitate access to physical and financial resources, and also help in establishing better connectivity between the village and the urban town. Such a village could also become an extension of the urban centre, and have facilities which could virtually be at par with the urban centre. This would be very similar to the “**Rurban**” approach announced in the latest Union Budget, which aims to provide city-like facilities in rural areas close to existing cities.
3. **Potential for piloting new technologies** – Since technology would be at the core of the model village concept, the village must offer avenues for experimenting with such technology. Some examples of such technologies could be the use of solar power for irrigation and domestic lighting, and agricultural innovations based on soil suitability and climate.
4. **Diverse population groups** – The real success of such an initiative can be demonstrated if the lives of large and diverse sections of the population can be positively impacted by it. Rather than focusing on any particular religious or caste group, the model village must aim towards the uplift of all sections of the population in the village. However, it is important that special attention is paid to vulnerable groups such as young children, women and the BPL population.

The guidelines for the proposed scheme clearly state that an MP may adopt any village except his own village or that of his/her spouse

The “Sansad Adarsh Gram Yojana” was formally inaugurated by the Prime Minister on October 11th. Under the Scheme, the target is for each MP to adopt at least one village and develop it into a model village by 2016. The longer-term target is for each MP to develop at least 2 model villages by the next Lok Sabha elections in 2019. The important features of the scheme are covered in the following sections.

6. Sansad Adarsh Gram Yojana (SAGY)

Apart from those covered earlier in this brief, the other important features of the new Sansad Adarsh Gram Yojana are as follows:

- **2379 villages** would be covered by the scheme till 2019
- **Village Development Plans** will be prepared by the Gram Panchayat and approved by the Gram Sabha. The Planning Stages outlined in the Scheme are as follows:

Key stages in the preparation of a Village Development Plan under SAGY

1. Creating an environment for community-led planning, with the MP spearheading this campaign
2. Situation Analysis, including baseline surveying and resource mapping.
3. Identification of financial resource streams
4. Finalizing needs
5. Preparation of the Village Development Plan(VDP) by a Working Group set up by the District Collector with representation of experts from diverse fields,
6. Clearance to VDP by the Gram Sabha
7. Approval of VDP by District Level Committee headed by the District Collector in the presence of an MP

- **Role of an MP** – The primary roles and responsibilities of an MP under SAGY are as follows:
 - Identifying the Gram Panchayat
 - Facilitating the planning process
 - Mobilizing additional resources as and when required under the Plan
 - Filling in critical gaps using MPLADs funds
- **Two National level Committees** would monitor the implementation of the Scheme.
 - One Committee would be headed by the Rural Development Minister and include Ministers in-charge of planning and programme implementation.
 - The second Committee will be headed the Secretary, Rural Development with representatives from various other ministries/departments relevant to SAGY
- **State-level Committee** headed by the State Chief Secretary and including experts from various disciplines. The Secretary of the State Rural Development Department would serve as member-convenor to this Committee

The final section in this document presents actual examples of “model villages” from different parts of the country. The initiatives for development taken up in these villages could be replicated in other Gram Panchayats under the new Scheme. Though no village in India has managed to incorporate all elements envisaged in the Model Village Scheme, the collective experience from the initiatives in these villages could prove immensely useful.

2

**Brief Case Studies
of
Successful Interventions**

CASE STUDIES & EMERGENT VILLAGE DEVELOPMENT MODEL

Four examples of substantial participatory village development through local Panchayat initiative and community involvement were studied to identify the skeleton of the process in each case, and their common attributes and significant differences. In addition to the basic information about the village and the history of the initiatives, in each case, the stories of specific efforts, hurdles faced, strategies used and people involved were also attempted to be captured. Though the extent of success in capturing information, particularly in triangulating the 'stories' for reliability, varied to an extent, the central purpose of understanding the key steps and the primary action-points was well-served.

The story of the four villages is captured in brief below in the next four sections. **The descriptions provided here are not intended to be detailed and critical 'case studies', but to analytically delineate the processes and key steps in each case in order to discern commonalities and divergences.** This is necessary, first, to examine if there was a common 'model' that could serve as the empirically grounded, practical, underlying process-map for developing the 'Manual'. Second, the differences in the experiences also need to be identified and the pertinent reasons understood. Third, both commonalities and unique features in regard to the hurdles faced, approaches used to overcome them and innovations applied are to be isolated. The last section sets out the analyses of the four stories, focussing on the commonalities and divergences in respect of these aspects.

2.1 HIWARE BAZAR, MAHARASHTRA

The dramatic transformation of Hiware Bazar, a village in Nagar Taluka, Ahmednagar district, Maharashtra, through Panchayat leadership and community involvement is by now widely known. The village is ensconced in the rain-shadow area of the Sahyadri Range, with an average annual rainfall of less than 400mm, but erratic and uneven. Of the village area of 976 hectares, a little over half is reliably arable (500 ha)¹; most land is privately held with only small patches of forest (70 ha) and Panchayat land (8.5 ha). In 1999 about 120 hectares was irrigated (now @ 300). The population of Hiware Bazar in 2001 was 1,150, but now is estimated to be around 1500, with some immigration. The population is relatively homogeneous in terms of caste, with 185 Maratha households out of 205 (now 217), and only two Scheduled Caste families. Only 12 households were landless.

2.1.1 What the village was like before

Located in the rain-shadow area and with extensive land degradation, the village faced many problems like drought which led to poor agricultural produce, low literacy rates, health problems and social problems. By the late 70's, water scarcity was acute and agriculture and allied activities

¹ The data on this differs widely. Government and census records list 795 hectares as 'cultivable', but the figures in other reports, based on actual observation and data from development projects, differ widely.

were unprofitable, though in 1972, when water scarcity hit the state, a percolation dam was built using EGS funds. By the early 1980s as many as 50% of the village population had migrated out. During 1989-90, less than 12% of the cultivable land was under cultivation. The village's wells used to have water only during the rainy season. The village took to making, drinking and selling country liquor.

With low employment and few sources of income, 22 liquor shops and extensive gambling, constant conflicts and disputes were the norm and crime rates were very high. Families migrated for survival and youth for employment and a better life. With this condition of the village, only under-performing government officials were posted there, and police would ignore the village completely. There was a small school in the village earlier with only two rooms, and students had to walk a distance of 7 kms to study after the 4th grade. No health facilities were available, sanitation was a problem and the lack of water made it difficult to maintain hygiene.

2.1.2 What the village is now

Today, each village resident earns almost twice the average income of the top ten percent of the country's rural population; apparently, in the last 15 years the average income has gone up by 20 times². Press reports suggest there are 54 millionaires in this village. The number of wells has increased from 97 to 217. The land under irrigation has increased from 120 ha in 1999 to almost 300 ha. As against one unreliable crop in a year in the past, farmers now grow three, sometimes even four crops; this is however, tempered with rules of rotation and limits on water-intensive farming by households. Grass production has dramatically increased (from 100 mt to 1000 mt in four years, 2000 to 2004), resulting in increased milk production – from 150 litres per day during mid-1990s to almost 3000 litres per day now. In 1992 there were 180 families below poverty line and by 2005 there were only 7 – currently only two are known to be so.

Infrastructure, and therefore quality of life is remarkable - people staying in huts earlier now live in bungalows which they report cost about 5 to 6 lakhs; reportedly, some have been constructed by professional architects. The village has underground drains – therefore a better morbidity profile – piped water, primary healthcare centre, veterinary clinic, schools, nursery, gymnasium, community centre, library, open-air auditorium, and solar-powered streetlighting in the village. The village boasts of 100% literacy levels. Today there are not only a number of schools but also a college in the village, and 3 out of 32 students studying medicine are girls. The Sarpanch aims at achieving 100 % computer literacy by introducing computer education in schools and later for the entire village. In the '80s, it had only one motorbike; now it has 270 motorbikes, 25 four-wheelers and 17 tractors. The village has almost 100% telephone and TV penetration.

The social situation is also impressive. Though there are only two Muslim families, the village has contributed to constructing a mosque for them. Equity is emphasized – no one in the village lives in a kutchra house, and landlessness is reduced to two households, and ways to address that are being explored. Women heads of households own the houses. The village sets its own rules for conduct, and crimes committed are resolved internally by the villagers with the Sarpanch: the

2 *Reportedly, the per capita income of the village has increased from Rs 832 to Rs 24000, though the exact source of this data and the calculations were not clear.*

general understanding is that if the police are involved, then it “would corrupt and complicate matters”, and mar the record of the village. The community has donated substantially to survivors of the Kargil war and to tsunami victims.

Environmental conservation and sustainability are key concerns and substantial energy needs are met through bio-gas and solar sources; the former also supports organic farming. The villagers have planted as many as 35 lakh trees in the past twenty years and regenerated degraded forest and private lands. With forests and flora has come fauna - birds, deer, etc. The village also maintains a patch of land where 100 different species of plants are preserved.

Such dramatic achievements have brought acclaim and awards to the village, including as “Adarsh Gram” (ideal village); apparently the State also got its first National Productivity Award due to the work in Hiware Bazar. The local DRDA has extended financial assistance for the construction of a training centre for Sarpanches.

2.1.3 How did the changes happen?

The process of change has its roots in two ‘origin stories’. According to one, a son of the village, Popatrao Pawar, a post-graduate with profound interest in cricket, gave up his career in Pune and returned to his village in the eighties to “pay back his dues” by creating positive transformations. He started with trying to improve the “moral environment” by discussing the ills of liquor, vice and conflict, and attempting to close liquor shops and gambling places. Another version suggests that a group of youth in the village decided that things have to change for better, and requested Popatrao Pawar to contest for the position of Sarpanch in 1989 as he was not only literate but was also aware of the issues. Either way, it is clear that he is the force behind all the changes that has transformed Hiware Bazar, and that concerted efforts at village development began after his election as Sarpanch in 1989³. The task has spanned more than 20 years of hard work by the occupants, led by the Sarpanch, who remains in position unopposed even today.

The **first steps** were with addressing the most pressing issue in the village – water scarcity. In 1972, when the village’s percolation tank was constructed under drought relief work, one of the village’s wrestlers was given the task of supervision. In 1982 under the similar circumstances it had been repaired, but was still not adequate. Mr. Pawar decided to tackle the problem at the grassroot level, and with the help of his youthful friends,⁴ mobilized people to tackle the chronic problem of water scarcity by doing shramdaan (voluntary and collective unpaid labour). In 1993, they successfully implemented a **watershed development and afforestation programme** on the 70 ha forest land by building 420,000 continuous contour trenches along the hill near the village, and massive plantation and afforestation. Adjacent wells were recharged the same year and irrigated land increased from 20 to 70 ha. By 2006, the village was 50% water surplus.

3 Maharashtra’s Panchayat system was relatively more established than in most other states, and following the Ashok Mehta Committee recommendations, the state was one among the seven in the country to initiate substantial reforms in the late eighties.

4 Apparently, he was inspired by the work of Anna Hazare in Ralegaon Siddhi, where the philosophy of “jan, jal and jungle” was used as key to making a village self-reliant, prosperous and harmonious.

The other important issue – apparently simultaneously tackled, but which helped rally the community perhaps even more than the watershed efforts – was that of **reforming the poor functioning of the village school**. Due to the village's bad reputation, the administration deputed teachers for the village school considered as punishment posting, resulting in poor functioning and little learning by students. Led by Pawar and the youth group working with him, the villagers took a firm stand – they locked out the school for two months with the demand that the district administration depute good teachers. Eventually the administration complied. Thereafter, over the next few years concrete steps were taken by the villagers, including monitoring, extension of school building with land and labour donated by villagers (shramdaan) and additional voluntary teaching by some educated youth to improve the standards of education and the environment in which it was being imparted.

In 1994, the village was included in the Adarsh Gram Yojana of the Maharashtra government, and under this program about 52 earthen bunds, two percolation tanks, 33 loose stone bunds were constructed. About nine check dams have also been constructed in a series on the downstream nallah. However, all of these were accompanied by **enforcement of five rules** – ban on tree felling, ban on free grazing, family planning, ban on sale of liquor and fair contribution of voluntary labour by all. Various rules about what crops can be grown, how many crops can be taken etc are also worked out transparently and in a fair way, “Water shedding” is practised, which regulates the number and type of crops a farmer is allowed on his land, with full utilization permitted in rotation⁵.

The village, as a policy, has banned tube-wells for environmental concerns. Due to lack of farmers in the village initially the people practiced community farming. Involvement of youth groups, community involvement in decision-making, rule development and enforcement, monitoring and voluntary labour appear to be the central motifs all throughout.

2.1.4 Central features of the Hiware Bazar change process

Four features are clearly visible – inspired and sustained leadership, participatory decision-making, cooperation and community mobilization for **voluntary labour**. Clearly, leadership was the initiating factor, but one of the more notable features is the fully consultative and participatory mechanisms used for decision-making. **The extensive and systematic involvement of the community is ensured** through regular meetings. Every aspect of development planning is discussed, minuted, decided together, implemented with shramdaan on a regular basis and monitored by the Gram Sabha (plenary meeting of all villagers). This ensures transparency, community ownership and sustained engagement. All new decisions are taken by the Sarpanch in **consultation with all adults**. Suggestions are welcome from everyone, including school children. In fact, one of the student's suggestions was to introduce HIV tests for couples getting married, which is being successfully implemented - today every couple has to go through an HIV test before tying the knot.

⁵ The process of water shedding works as follows: Let's say a farmer grows 3 crops a year. Then in a particular year he is allowed to grow 2 crops and another farmer is allowed to grow a complete crop. By growing 2 crops the farmer allows another farmer also to grow a crop and earn his livelihood. Through such co-operation every farmer supports the other and the entire village benefits. Though difficult at the beginning, through sustained efforts the water shedding exercise has been very effective in the long run.

Further, there is a strong **principle of self-reliance**. Resources for a number of initiatives in the early years of the effort were secured from various government programs, such as social forestry, the Watershed Development Program, the Drought Prone Area Programme, the Rural Sanitation Programme, Women's Welfare, and others. Once the village had established a community-based and concerted effort, however, there has been an increasing orientation to raising their own resources. Apparently, no loan has been taken from the government nor were the benefits of any subsidies used in recent years. Also, the schedule caste population has not been allowed any benefits from the government, thus eliminating any room for discrimination. The village has and will always be self-reliant, says the Sarpanch.

Cooperation is also a strongly held value and practised very effectively. For example, during the 'Ganpathy Utsava', the village decided to have one idol instead of one in different sections – the Rs 21,000 which was thus saved was gifted to the wife of a Kargil martyr living in the neighboring village. Another example is the practice of 'samodayik kheti' where two or three families work collectively in each other's farm, thus solving the problem of labour unavailability, high wage rates and long distances for the manual labourer, while creating an environment of sharing and thereby social cohesion.

2.1.5 Leadership, Hurdles and Issues

The unquestionable leader of this transformation appears to be the long-standing Sarpanch Mr Popatrao Pawar. His level of education, exposure to other contexts, orientation to the writings and ideals of social leaders like Mahatma Gandhi, Jayprakash Narayan, Anna Hazare, Vinoba Bhave and Baba Amta are no doubt key to his leadership abilities and untiring efforts. While initially the support of his friends and youth groups in the village was also a key feature, the legitimacy gained from the early successes and the participatory methods adopted has resulted in his assuming a position of respect and leadership in the community, with even his elders acknowledgement of his capabilities. Mr Pawar is today a member of several committees involved in development efforts elsewhere in the country. He has represented India at international conferences including at SAARC, delivers guest lectures at several universities and colleges, and has been advisor to the Andhra Pradesh and Rajasthan governments in replicating the Water Shedding programme in their states. The village itself has several national and international visitors who spend time in the village examining the self-sustained and self-sufficiency model.

The road, however, had been rocky in the beginning when Mr Pawar faced **fierce opposition by the residents and political interference**. Though its **early successes** in re-afforestation, which were helpful in demonstrating the positive results of collective action and systematic wasteland regeneration was through working closely with the forest department, **this relationship between the Forest Department and the villages was painfully developed**. Presently, the entire management of the 70 ha of forest land under the village is the villagers' responsibility; the department even does not have a guard to protect the reserves. However, building this relationship took time and sustained effort. In 1992, the forest department rejected the request of the villagers as earlier joint efforts by the department and villagers had been destroyed by free grazing. However, the villager's **persistence made the department reconsider** in 1994, bringing the Joint Forest Management (JFM) programme to the village. These efforts along with **strict rule enforcement**

produced **visible results**. Under JFM and EGS water and soil conservation works were taken up in the upper reaches.

Support of the community was not easy to get either. Mired in poverty, conflict and uncertainty, trust was low and cohesion had been lost. Extensive work with the community was necessary in the beginning, explaining how and why the initial efforts were to be made. What helped was one, **the acuteness and commonality of the water problem** and two, the **support and efforts of the youth groups** in the village. **Quick success** in terms of water availability and the **cultural homogeneity** no doubt played an equally important role. **Transparent and participatory decision-making** were clearly other factors.

In all, the lessons of integrated village development and planning from this example are substantial and offer a fair template for application in other similar contexts. These are discussed later, in the last section.

2.2 GANGADEVIPALLI, ANDHRA PRADESH

Though less widely known nationally than Hiware Bazar, Gangadevipalli, a small village of 256 households in Warangal district of Andhra Pradesh, has attracted wide attention in the state for the notably enlightened local governance and community-wide involvement in its transformation. With agriculture as its main economic base but low yields and single cropping due to lack of adequate irrigation, the village was quite a typical Indian village. Cotton mills nearby provided some employment, and a number of people had jobs in nearby towns, but there was a generally low economic base and few livelihood options. Till 1994 Gangadevipalli was a small hamlet on the outskirts of Machapur Gram Panchayat – and therefore had little attention from or involvement in Panchayat affairs.

2.2.1 What the village was like

In the seventies Gangadevipally was like any normal village in India with multiple social, economic and political problems. The village lacked basic amenities such as water supply and sanitation facilities, primary health, education facilities and other infrastructure. Children dropped out of school and illiteracy was normal. The village was and is a fully agriculture-based economy with families having very small and marginal land holdings. There was a major drinking water problem with only one well in the entire village. Children were also made to drop out of the schools and work in the fields. Expectations and reliance on external assistance was high but help from government or any other organization was not readily forthcoming as the conditions in the village including the lack of unity among the community and cooperation among the leaders did not presage any positive results. Unrest, apathy, hopelessness were words frequently used to describe the state of the village then. It was remote and cut-off from the Gram Panchayat. Alcoholism was a huge problem and led to frequent conflicts in households and disputes in the village besides causing extensive indebtedness, loss of livelihoods and financial ruin for many families.

2.2.2 What Gangadevapalli is like now

Today this village has pucca houses, piped water supply and total sanitation, good roads, power supply and street lighting, full literacy including among adults under the age of 50, 100%

family planning, 100% house tax collection, 100% small savings, 100% electricity bill collection, 100% filtered water to the entire village and 100% abolition of child labour with all children attending school, among many other admirable achievements. All people under the age of 50 have been taught to read and write. With full sanitation, the village won the Nirmal Gram Puraskar in 2007. The school has been upgraded to a high school and all children attend. The villagers have converted an existing irrigation tank into percolation tank for water recharge that will ensure that the irrigation and drinking water bore-wells will have sufficient water for present and future generations. The community is making further effort to construct check-dams and percolation ponds for ground water improvement.

The traditional crops such as cotton, paddy, chilli, maize and pulses were characteristic of the farmer's choices, most of them water-intensive. With improved irrigational practices and technology, such as drip irrigation and the sprinkler systems, village women now produce vegetables in 150 acres and have increased their income by 30-40% compared to the previous years. The women are playing a key role in the vegetable cultivation.

All households have piped water supply, TV, telephone, power, access to credit and life and crop insurance. Since the drinking water in the area was fluoride contaminated, a Reverse Osmosis (RO) plant has been installed to supply safe drinking water to every family in the village. Mechanisms of conflict resolution, a local TV channel and community radio for education and news, a bank, agriculture resource center and other facilities make life easier and the community productive. Modern farm equipment such as crop-harvesters are used by the villagers for paddy, maize and other crops, saving time, energy and money.

2.2.3 How did the change happen

According to the villagers, the change began with **the determination of one** Mr Kusam Raja Mouli – the current Sarpanch, to change the village situation. His idea of a village where unity prevails and people cooperate, participate in innovative activities using local resources rather than being desperate for external assistance, was the driving force. By sharing his dreams and convincing some of the community leaders he was able to form a committee for total prohibition and initiated a **drive against the sale and consumption of alcohol**. Soon the whole community was involved in bringing about total prohibition and in 1982 it was successfully implemented. As an initial step, they succeeded in completely enforcing the ban on the sale and consumption of alcohol, a situation which has reportedly continued unbroken till date. This not only brought peace to the community, but also demonstrated the possibility of concerted community action.

The next significant step was to address the **drinking water problem** in the village. There was only one well located some distance outside the village and water collection for household consumption took almost two to three hours daily for the women. The village leaders, led by Raja Mouli, approached Bala Vikasa Social Service Society, an NGO based in Warangal, for assistance in solving the drinking water problem. The organization agreed to help design a piped-water supply system, with an overhead water tank, and to provide 15% of the costs. The rest was to be raised by the village – with 18 motivators and groups of villagers doing the rounds of every household in two months the necessary Rs 65,000 was collected, and the villagers contributed land and voluntary labour to realize the project.

Key measures that underpinned success was the formation of a Water Committee to **systematically plan and coordinate** this effort, and to **develop and strictly enforce rules for judicious use of water** for sustainability. After the money was collected and the system constructed, the water committee continues to regulate the use of the water for equal access and fair distribution, collects the fees/ charges and oversees its operation, new connections and maintenance. Water supply is disconnected if misused or any of the rules are broken, and a fine of Rs 100 and reconnection charges are imposed. In all, there has been uninterrupted water supply since the system was installed in the early nineties.

This success further encouraged the villagers “to dream together and work together”. **More committees were set up**, including one for resolving conflicts, and **rules were made to regulate** community life and develop fair systems. Fines were imposed for non-compliance, and the income was productively used to develop various facilities and amenities in the village. For example, income from the resolution of conflicts by the relevant committee has been used to contribute towards the development of an independent electricity sub-station for the village, and ensure uninterrupted power supply for irrigation and domestic use. It has also helped to install 60 street lights where none existed a decade ago.

Total sanitation was also achieved, with support from the government program, and use of the village funds to subsidize lower income families. The effort was coordinated by the Sanitation Committee, which not only organized the construction of the individual sanitary facilities (ISLs), but also developed strict rules to stop open defecation and later littering, use of plastic bags, etc. Again, the imposition of fines for non-compliance, strict committee and community monitoring, transparent use of funds collected and open and fair dispute resolution were key features underlying success. Similarly, funds have been procured from government and donors by the Education Committee to develop and upgrade the school from 4th grade to 7th and thereafter to a high school, with sufficient infrastructure in the school. With funds collected from resolving disputes among the villagers, a streetlight program was also initiated.

Another concern was the high fluoride content in the drinking water, and support for a RO plant came with the growing recognition of the village propensity to manage public services fairly and sustainably. TATA Projects, made aware of the fluoride issue, donated the water filtration plant to the village absolutely free of cost on condition of systematic operation and internal raising of operation costs. Now the village has completely filtered water, a per-head quantity available in cans from 6 a.m. to 9 a.m. everyday to every household with a card system. Additional water is available on payment. Then the Gram Sabha formed a committee for the Greenery Project in the village. Each household was asked to sow trees within their lands and also by the side of the road in front of their homes. They were made personally responsible for those trees. The rules were also strict. In case the villagers did not take care of their planted trees they were not given the can of drinking water.

Other facilities, amenities and health awareness are also the result of the “committee” mechanism. The Ganga Dish Committee was formed in 1997 for delivery of cable TV to every household; they collect installation and monthly fees, but maintain and repair free of cost. The Health Committee raises awareness of disease and public health norms, counsels for appropriate family planning interventions and undertakes aids awareness. The Loans Committee counsels and supports bank

linkages to avoid usury and prevent debt-related suicides; the local banks help in follow up for timely repayments.

Rule adherence is now a norm and has encouraged good citizenship. All bills and public fines are readily paid. There are 256 houses and other institutions. Total amount payable as tax to the Gram Panchayat by all the houses and institutions put together is Rs. 95,706, which is always collected in time. Electricity, water and other cesses are also easily collected, and ensure resource availability for proper maintenance and upgradation of community facilities. Of the revenues generated through water tank and the drinking water purification projects, the Water Committee has over time allocated an approximate amount of Rs. 13 lakhs for different development activities in the village.

2.2.4 Central features of the Gangadevapalli transformation

As in the case of Hiware Bazar, **committed leadership, full community involvement, consensual and participatory rule-making, and strict enforcement** emerge as key characteristics of the process of change, with systematic planning from an early stage. Formation of Committees for systematic planning and transparent implementation, and the **mobilization and pooling of resources from various sources** from government, banks, other donors, NGOs and community are key special motifs in the success of Gangadevapalli's efforts. They have 22 Committees at present which provides space for involvement of all adult citizens and coordinates every aspect of village life; and in resources, they have pooled more than Rs. 15 lakhs from various non-government program sources, not counting the value of voluntary labour contributions towards village development.

Though legally it is the responsibility of the Gram Panchayat to provide for the primary needs of the community, in Gangadevapalli the responsibility is widely shared through the Committee system. This leaves the Panchayat President (Sarpanch) energy and time to effectively mobilize resources to support village development from various sources. The Committees provide a mechanism for sharing of responsibilities and full participation in planning and implementation to the citizens. Backed by frequent village meetings – Gram Sabhas – almost twice a month, full, responsible and continuous participation is ensured.

Committees are elected by/in the Gram Sabha, and have rules for systematic, transparent and accountable functioning. Each has a President and 1/3 members are rotated every year. All new projects are announced publicly in the village through microphone. The Sarpanch Mr. Rajmouli has ensured strong leadership in each and every committee. An all-committee "Coordination Committee" is headed by the Gram Panchayat President, and consists of presidents and secretaries of all the existing committees. If there is any laxity in the functioning and implementation of any decision by any sectoral/service-providing/ project committee, the Coordination Committee intervenes, trouble shoots and restores smooth discharge of service. **Systematic micro plan** for integrated development of the village is routinely prepared every year in the community, and various Committees accordingly make efforts in mobilizing resources and in implementation. Youth and children are also involved to ensure sustainability of community citizenship and development efforts. Innovations in Panchayat design has also set unique trajectories and added strength and quality to the community development efforts by addressing gender equity and women's development issues. Gangadevipally bifurcated from Machapur Gram Panchayat in 1994.

By this time, the villagers had already set the collective-action trend in community development. To continue this, and with the self-conscious pride in innovation and in being unique, the villagers unanimously decided to have 100% women's leadership and elected all women representatives in the 1995 Gram Panchayat election, though only 3 seats were reserved for women by law. With previous experience in community action – through participation in the various Committees – the women reportedly displayed excellent leadership and governance skill, and the village decided to continue in the same pattern in the next elections too. The all-women leadership in Gram Panchayat during the first 10 years has promoted attention to equity, gender-relations and environmental issues through development committees such as Women Problems Resolving Committee, Health Committee and Clean and Green Committee, along with initiatives for financial and technological advance through Loans Recovery Committee, Ganga Dish Committee (for cable TV), Education Committee etc.

The Village Panchayat office is considered the **Village Secretariat**. The office is equipped with computers and has internet access. Baseline data has been systematically collected and is used for effective monitoring and delivery of services to the citizens.

Innovative and enterprising resource mobilization has been another key feature in Gangadevipalli's success. From the first effort at collecting the 15% contribution for the water supply system, which was systematically organized with the help of the NGO, other funds have been mobilised and/or given by various organizations and the government programs. Funds for total sanitation, watershed efforts, etc have been mobilized from government projects, while Tata Projects donated the RO plant on the strength of the community's ability to organize collective delivery of the service. The Andhra Bank Chairman on his visit to the village decided that it should be adopted as the Pattabhi Model Village, and arranged for the Bank to also donate Rs. 5 lakh to support construction of a veterinary hospital. The District Collector sanctioned Rs. 2 lakh for the equipments and medicines. LIC of India adopted this village and declared it as BHIMAGRAM, and observing the prompt payment of all the policy premiums in the village, gave an award of Rs. 25,000. This money was used in extending the school building.

Revenue from payments of taxes, fees and fines not only enable operation, repairs and maintenance of various projects, but many projects specially the water supply project have become the source of surplus funds for village development due to the innovative approach. A total of Rs 20 lakhs was generated through water tank and water purification project since 1993, and even after maintenance expenses and spending substantial amounts for development programs, they maintain a surplus. Additional resources are generated innovatively, for example, from visitors. The water committee charges an amount of Rs. 1,600 from each group visiting the village in recent times and has pooled about Rs. 75,000 which is to be utilized for capacity building of the villagers.

2.2.5 Leadership, Hurdles and Issues

As with every such individual initiative, the would-be leader Mr Rajmouli faced a lot of resistance and some opposition in the beginning, though the latter was tempered due to his reputation and standing in the village. Nevertheless, in a village where addictions and attendant issues of indebtedness and conflicts were the norm, factionalism was rife and therefore community-level interventions were hard to achieve. Persistence and persuasion, plus the eventual support of other elders and

different leaders in the community, and most importantly, mobilization of the women, were the keys to the successful imposition of total prohibition, though the process was laborious and long. It was this success that boosted community cohesion and action on other fronts subsequently. Taking on a community-wide problem of domestic water scarcity and resolving it successfully with community involvement reinforced these attributes, and there appears to have been no looking back since then.

Achievement of the water supply and school upgradation projects were relatively easier, but the total sanitation effort posed major behavioural hurdles. As had become the norm, the village formed the Sanitation Committee to undertake and execute the individual sanitary latrines (ISL) project. The committee ensured that ISLs were constructed in all the houses in the village; all were constructed in 3 months. But it was very hard to convince people, especially the men, to use them. Finally, a meeting of the Gram Sabha was held and the entire community agreed on the imposition of a fine of Rs.500 for every act of open defecation, and eventually, strict and fair implementation of that rule ensured total compliance. Today it is habitual, to the extent that daughters are only given in marriage to a family which has an ISL.

Inspired, right-thinking, and most importantly, “**participative leadership**” appears to be the key to the early successes which in turn engenders the faith in local and participatory planning efforts for village development that underpin snowballing community cohesion and concerted action. Sustained leadership – both de-jure and de-facto – also emerges as another important feature, for where it has not been so as in Piplantri the process has flagged to an extent. The counter examples of the other three prove that it is necessary for building sustainable community involvement and a ‘self-governance ethic’: this apparently has not had the time to develop sufficiently in the single tenure of the Piplantri Sarpanch, though he clearly continues to play a strong leadership role.

The legitimacy of the Sarpanch, the full involvement of the community in decision-making and rule-bound functioning of Committees appears to have precluded any major hurdles after the difficulties faced in achieving total sanitation. Apparently, there have been no major difficulties, though time and efforts are substantial in some instances such as funds for the irrigation project etc.

2.3 RAMACHANDRAPURAM, ANDHRA PRADESH

Ramachandrapuram is a small village with 471 households in Koheda Mandal of Karimnagar District which has achieved remarkable transformation through innovations in self-governance arrangements and participatory planning and development. The most interesting feature of this story of transformation is the structural innovations and the “village government” metaphor that carried the process, unlike the previous two examples – though even in the latter, partial constructions of a similar nature have been used. In any event, the developmental outcomes appear to be as dramatic as in the previous two examples.

2.3.1 What the village was like

Earlier, the village was a fairly typical Indian village, with a measure of poverty, low economic development, skeletal amenities and poor health and education facilities, poor connectivity, low employment and therefore seasonal and longer-term emigration, and similar other characteristics. Though with a substantial arable area, agriculture productivity was low for there was little irrigation,

and employment alternatives were few. In addition, there was a severe social and economic issue in the level of production, sale and consumption of liquor; high alcoholism and vices like gambling were commonplace. Liquor consumption was exceptionally high - liquor worth Rs. 6,000 to 7,000 was sold in the village every day. Worse, the practice was so rampant that it was sold even to school children, and addiction from an early age was commonplace.

Amenities were also problematic – with the water table sinking the fluoride content in the water was very high, and though water was available through the 8 handpumps in the village, the high contamination caused fluorosis, though many cases remained undetected. Basic infrastructure was poor - the village was accessible only by a kutchra road, there was no drainage system, initially none and then erratic power supply. School facilities were available, but drop-out rates were high – not only because of the social environment, but because the school itself functioned poorly with high teacher absenteeism and poor facilities.

2.3.2 What Ramchandrapuram is now

Through the efforts of the Panchayat, the situation has changed substantially in the last decade or so. The main business of the village – production and sale of liquor – is completely stopped and alcoholism is a thing of the past. The school is revitalized and well-equipped, and all children attend. There are two Anganwadi centres in the village, one in the school. The village has its own substation and uninterrupted power (for some hours) to the entire village. Every house is connected to a piped water system that draws from the river and avoids the fluoride-contaminated groundwater. With water availability and increased fodder cultivation the livestock population has gone up in the village by 8%, with higher milk production. The village now has pucca roads, and is well connected in all directions.

Irrigation systems have been introduced and land under cultivation has increased manifold, resulting in more than two-fold increase in average household income. Over 1900 acres of land is now being cultivated, over three times the land that was cultivated previously. Agriculture has diversified with the regular crops of groundnut and paddy continuing alongside cash crops and vegetables based on adoption of innovative irrigational techniques. The annual turnover from all the agricultural activities in Ramchandrapur is now worth over Rs. 3.5 crore.

The practice of thrift-savings and insurance is now widespread. There are 29 SHGs, 7 farmers' groups and also a thrift group each for men and women. They also save through private savings. The village has 1,490 registered voters with 1,750 insurance policies, and a total premium payout of the village is between Rs. 30-40 lakhs. Individual household savings also amounts to about Rs. 40-50 lakh. Put together Rs. 1 crore is the collective annual saving in this small village.

Social consciousness and responsiveness has also increased - all the residents of Ramchandrapuram have pledged to donate their eyes after death.

2.3.3 How the transformation was undertaken

The first step along the road to change in Ramchandrapuram started with the eradication of the most flourishing business in the village – liquor production and sale - and the extensive alcoholism. The Ramchandrapur Panchayat constituted a committee of respected village leaders and Panchayat

members for eradication of alcoholism and decided to totally prohibit liquor in the village. This could be achieved through extensive discussion, house-to-house visits by members, close monitoring and establishment of rules. Though acceptance was slow, the public support in the Gram Sabha afforded a basis for enforcement of the ban. Today no liquor is available in the village. The Sarpanch simultaneously attempted to revive the school and develop better quality education. At his request, a retired headmaster agreed to get involved, and look after the school; he does not take any remuneration. In addition, as a part of the ICDS project, he initiated two Anganwadi centres in the village. The pre-school children are escorted from home by the Anganwadi staff to ensure regular attendance.

The key innovation that has helped in the change process in Ramachandrapuram is the governance structure that the Gram Panchayat has adopted. First is the **“Cabinet system”**. Unlike other Panchayats, the Ramchandrapur Panchayat has all the elected members constituting the “village cabinet”, with each ward member acting as a “minister”. A concept of individual ministries for different programs is practised, with each Minister having one portfolio. Each minister independently looks after the ministry he holds. All the ministers fully co-operate with the Sarpanch and try to minimize impediments to progress.

A complementary concept is that of a village **“Legislative Council”**, wherein the Panchayat has made provision for elders to come together and work as the village legislative council for overall development. This is a first in Andhra Pradesh, perhaps in the country. However, since the village legislative council is not a statutory body, its advice would not be binding on the Panchayat. To enable this, Gram Sabha nominated each member of the Council to head the various committees of the Panchayat. Thus the Council members not only advise the “cabinet” – that is, the statutory, elected Panchayat, but are also enabled to serve the village in the role they play in the committees.

Generally the Sarpanch controls the village administration, but in this village, things are done differently. The entire administration is decentralized, with fifteen committees handling all the different programs. Each Committee is headed by the member of the “legislative council”, and includes the respective “Minister” as the secretary. The Sarpanch does not interfere in the various committees’ activities. Ministers and others meet at least once a month. In this system, the ward members, as ministers, hold responsibility for the portfolio across the village and thereby think of the village as a whole instead of just their ward or constituency.

Developmental activities appear to have progressed well under this innovation in the local governance structure. Infrastructure was the primary issue and the Panchayat has tackled each systematically. A major initial intervention was in developing an alternate source for drinking water, since the fluoride content in the groundwater was very high. They developed a piped-water supply system, through a combination of local contributions and government funds, which drew on water from the river through pipes and distributed it from two water tanks constructed for the purpose in the village. This enabled supply of uncontaminated water to all homes every day for about an hour. Water is chlorinated every day and the tank cleaned every week. The 8 hand pumps in the village now lie unused.

Another issue was power supply, without which irrigation was also a problem. With persistent requests the electricity board sanctioned a 33/11 substation for the village. To accommodate it the

Gram Panchayat raised the necessary funds (Rs. 40,000) from the villagers to buy an acre of land. Thereafter at least 7 hours of uninterrupted power is assured. With that possibilities of irrigation were explored. The only river in the village was dry because of a nearby upstream dam, so the villagers decided to construct a subsurface dike to hold necessary water. With help from a donor they could lay a pipe from the river that supports irrigation through sprinkler systems.

To address sanitation issues with no drainage system in the village, the Gram Panchayat encouraged people to build soak pits near the discharge points. The water overflow from these pits are diverted into kitchen gardens in their own backyards. Members of the Panchayat Committee themselves went from house to house and convinced people of the advantages of following good sanitation practices.

With the growing faith of the villagers in the new system, conflict resolution is now managed by themselves within the community. Recourse to police and courts is avoided unless it is a criminal case, and the effort is to resolve all the other kinds of conflicts within the village through mediation.

2.3.4 Central features of the Ramachandrapuram transformation

The unique feature that appears to be the key in the transformation process of Ramachandrapuram is the very innovative and imagination-stirring design of the Gram Panchayat structure. While leadership, participatory decision-making, multi-source resource mobilization and sustained engagement by elected members are important parameters, as in the other cases, here the central factor that enables the three latter appears to be the innovative design of the governance structure. This is different from the three other cases where charismatic leadership appears to be the driving force and underpinning feature.

The structural innovation unleashes a number of positive energies. An important one is the village-wide engagement of all elected members, instead of a ward-specific, constituency-specific focus. Moreover, **their focus is thematic, sectoral or programmatic** instead of geographical or sub-community (in the ward). Further, by eliciting the involvement of citizens in committees, wider participation, active support and ownership is ensured. And by having the most credible and respected elders who are part of the “legislative council” lead the committees, their wisdom, experience and support is also ensured.

Another important feature is the systematic approach to planning and implementation. With each “ministry” developing a plan to tackle issues pertaining to its portfolio and developing further facilities, and all the various initiatives integrated in a village plan, there is a coordinated approach to village development. With this approach, it is not surprising that the Panchayat has paid significant attention to developing a detailed and effective database of the village and residents for use in planning, implementation and monitoring. Even the approach to developing this was systematic – for example, an information booklet was designed to capture the information of each household; it has 150 questions which record in detail all aspects pertinent to their community. To develop the actual computerized database, the Gram Panchayat secretary was trained by APARD (the State SIRD) about the hardware and software, on data entry procedures and preparation of reports as necessary. This database now supports the village planning exercise which is therefore more accurate and information-based.

2.3.5 Leadership, hurdles and issues

Surprisingly, charismatic leadership is not as much a visible factor in Ramachandrapuram as in the other cases studied – it is more of “creative leadership” that is evident. Apparently the innovative design for the governance structure was the brainchild of the Sarpanch, as is the “creative integration” of various ministry plans and resolution of conflicts among governance actors. Further, participation is through this structure more than through the Gram Sabhas, though the latter are frequent and considered very important in getting all citizens on board in various projects. Moreover, many of the important decisions are taken in the Gram Sabha, or shared there for ratification.

The most significant hurdles were apparently in the first stage of removing the sway of alcohol in the village and imposing total prohibition. Not only was the process slow and required extensive household-level and individual-level engagement by members of the Committee that was formed for the purpose, but also accentuated conflict. This led to a perception by some members that they were “worsening the situation” rather than improving the village condition, and loss of motivation on their part. It was through a series of cycles of energetic effort and stepping back that eventually the effort gathered momentum and the ban attracted the support of the Gram Sabha.

Another issue is the raising of resources for development projects. While government programs are forthcoming and can accommodate many of the basic requirements in areas such as health and education, the issue of finding funds for larger capital investments in critical projects has been formidable. The village was constrained by its location, being downstream from the dam constructed on the nearby river, as well in being some distance from it. Further, groundwater was contaminated and not potable, so an alternate source was absolutely necessary. Yet the large investments required to source water from the river – both in the case of the drinking water project as well as the irrigation efforts – were apparently not possible within the rubric of existing government programs in either sector. The village had to raise funds from other sources, and this was difficult given the reputation of the village and the lack of information on possible sources. The drainage system still awaits such funding possibilities, though a plan has been drawn up.

2.4 PIPLANTRI, RAJASTHAN

Piplantri Gram Panchayat in the Rajsamand District of Rajasthan is another story of successful village development through effective and enterprising local self governance. The Panchayat is a “group Panchayat”, consisting of 12 hamlets located in seven (earlier six) revenue villages, a distinctly different formation from the three other cases where development efforts generally took off after the village became a separate Panchayat. The Panchayat has a total estimated population currently of about 6500 (2001 Census records 5138), with 1100 households and additional immigrants working in the adjacent quarry. Less than 15% are BPL. The terrain is hilly and the largest business of marble quarrying (R.K. Marbles) in the state is located partly in the Panchayat area.

2.4.1 WHAT PIPLANTRI WAS BEFORE

Though the nearby quarry provided ample work opportunities to the Piplantri residents and therefore employment was not an issue, the village was not unlike most Indian villages in terms

of missing infrastructure, poor facilities and therefore poor quality of life. The hilly terrain and decades of unregulated use of the hillsides for grazing and timber had degraded the lands, and with loss of green cover, water tables had fallen, stream flows had reduced very substantially and wells ran dry. Reportedly only two wells nearer a valley remained full and women had to trudge the distance and carry the water back uphill. Without water, agriculture suffered and lands went untilled. There was little irrigation potential and the quarrying had led to soil pollution – the marble dust could blanket fields with a layer that hardened with moisture.

There were only two schools, one upto 8th class and the other upto 10th. Children had to reach another school 15 kms away for further study. Dropout rates were high and girls generally stayed home after 8th class, even if boys were sent to schools outside the village. The mid-day meal scheme was hardly working and the three anganwadis did not function well. The roads were narrowed by side-encroachment, unpaved, and there was no street-lighting or drainage system. Few households had individual sanitary facilities, and without adequate water that was not going to emerge.

2.4.2 What Piplantri is like now

Today this village has piped water supply to individual households, paved and relatively much wider roads, additional road networks, power supply and street lighting. There are two schools with secondary (10th class) and higher secondary (12th class) levels, and 11 upto the middle level (8th class). Schools are well-equipped with a full complement of teachers who attend regularly, adequate furniture and supplies, amenities such as water and sanitation facilities, cooking gas connections and play space and equipments. There are almost no dropouts and even girls study on till at least high school (12th standard). There are nine anganwadi kendras which work efficiently. A number of well-maintained common sanitary facilities, 60 dustbins with regular waste collection and household-level soakpits with kitchen gardens help keep the village environs hygienic. As a result, today Piplantri Gram Panchayat is known as a Nirmal Gram Panchayat, and has received the Award for total sanitation. It is also one of the villages recognized under the Pandit DeenDayal Upadhyaya Adarsh Gram Yojna of the Rajasthan government.

Health facilities are upgraded and working well, with three Primary Health Centres and one Ayurvedic Aushadhalaya. Other facilities and resource centers like a Kisan Seva Kendra, two ration shops, a Patwar Bhawan, a Community Hall, the Mahatma Gandhi Library and a herbal garden with solar powered water sprinklers have been developed. All wells are flush with water, there are 50-odd handpumps. Agriculture has revived, and the common lands which were laid waste due to the dumping of quarry wastes are reclaimed and replanted. Over 1.5 lakh trees have been planted in the last 7-8 years. Effective watering and watch-and ward systems have been initiated to ensure plantation survival and protection from free grazing.

The Panchayat itself is revamped. Panchayat meetings (not just Gram Sabhas) are publicly notified and open to all; there are ample seats in the meeting room itself, signalling that all are welcome. Not only are statutory Gram Sabhas held but a number of other “aam sabhas” or open gatherings in various hamlets are held regularly. It has a new air-conditioned building, the Panchayat Bhavan. Village elders are consulted in every major decision and involved in some capacity or the other in all initiatives and programs.

The trend of emigration has also reversed. Not only has the growing quarry alongside attracted immigrants from other states who stay in the village, but earlier emigrants, such as those who had found long-term employment elsewhere, are now returning to their abandoned homes and participating actively in community deliberations.

2.4.3 The Process of Change

Unlike the previous three cases where transformation was crafted over a decade or more, the transformation of Piplantri has been fairly rapid, in just about 5 years. Also, Piplantri was not beset with any major social issue (like alcoholism in the other two cases); it was just at a low-level habitat rapidly deteriorating due to land degradation and water-table depletion, quite like the negative trajectory of Hiware Bazar before its revival. Unlike the latter, though, because of the rich quarry adjacent, employment was not an issue for the majority who were willing to undertake manual labour.

The transformation began with the election of Mr. Shyam Sunder Paliwal as Sarpanch in the 2005 elections. His political ambitions had not met with success before, but with the support of his father and his friends, who were respected village elders (including a previous Headmaster of the middle-school), he won that election. He was self-driven to craft substantial changes in his village, but was further inspired by the TV-coverage of Sarpanches being handed the “Nirmal Gaon Award” by the President: he was determined to make his village one and transform it from its present state.

The first initiative was to take up an issue that vexed many in the village – the issue of girls’ schooling which was difficult or discontinued because of the 15km distance to the nearest town high school. The Sarpanch therefore set about upgrading the existing school to 12th grade, using the resources available under the Sarva Shiksha Abhiyan. However, he went further – he prevailed on the community to donate land, money or labour, and the local quarry management to provide additional funds, to construct exceptional premises and equip it with furniture and facilities as good as “any English-medium city school”. Extensive meetings with the community helped in this process, though the gatherings remained skeletal at first. The new school building, and premises for teacher accommodation cost Rs.20 lakh and offers the full range of courses including computer courses.

Support and advice on program opportunities was provided to the Sarpanch by the then Block Development Officer. With his support, the Sarpanch also initiated activities under the Total Sanitation Campaign, beginning with sourcing funds for construction of separate and high-quality toilet facilities for girls and boys in all existing (and the new) schools, a total of 17 facilities. Private household-level toilets were constructed for the 215 BPL families, with additional support from APL households. Common toilet facilities were also constructed in strategic locations, and child-friendly ones in the anganwadi. All households were persuaded to construct drains and soakpits in their respective backyards to keep the roads hygienic – the gain in terms of kitchen gardens, once demonstrated, was sufficient to motivate all.

Attention to detail, educational campaigns and hygiene training aided by UNICEF, who the Sarpanch persuaded to help, were key features of this effort. All educational premises are provided “cleanliness supplies” – soap with soap dish, acid bottles and brush for cleaning napkins,

tumblers and mugs, as well as supplies to improve children's hygiene such as nail cutters, mirror, comb, oil etc. Systems for household waste collection and regular cleaning of drains and public toilets were instituted with local waste bins, six lorries for waste collection, regular burning of garbage and additions to sanitation staff. Educational banners and posters for hygiene in all educational institutes, street squares and public buildings also boosted awareness and compliance.

The success of the TSC won the village the Nirmal Gram Award, and selection under the Deen Dayal Upadhyay Adarsh Gaon Yojana of the State, provided more resources for various initiatives. A pressing village issue, the falling level of ground water, could be addressed. Water harvesting through check dams on stream beds, rooftop rainwater collection in the schools and land treatment for retention was initiated through collective decision-making and pooling resources from different program sources and voluntary contributions. The quarry had earlier obtained permission (NOC) from the previous Panchayats to dump waste on the 34 hectares of village common land, and payment of a small (1%) royalty on all material quarried from Panchayat land. This dumping permission was revoked, and the company asked to clear the land by the Gram Sabha. 1.5 lakh trees have been planted on these denuded hillsides – it has been ritualized – people plant a tree when there is a birth or death in the family, women tie rakhis to the trees. Today all wells are full and there is plenty of water for irrigation in the check-dam, though pumping it uphill is energy-intensive. Some solar-powered pumps are being used to water plantation on public land, and efforts to extend such are on. With more water came greenery and now there is abundant fodder for the animals and plentiful harvests.

To meet drinking water needs, the Gram Sabha decided on a piped-water supply system. Using the opportunity provided by the Swajaldhara program, 13 piped water-supply schemes for potable water were developed in the 11 Panchayat wards, covering 800 plus households. 2 solar water pumps are installed to ensure supply, even if there is no electricity. Water and Cleanliness Committees were formed in 7 villages. Other facilities were also arranged – intra-village roads and inter-village connecting roads were constructed under the PMGSY. Watershed treatments were undertaken under the state government program. Additional government schools and various staff were added under SSA and the Adarsh Gram Yojana. An Ayurvedic Aushadhalaya was constructed under Guru Golwalkar Yojna; 50% of total expenditure was borne by the adjacent quarry company. The company has also contributed to other initiatives, including for 450 tree guards for plantation in local educational institutes and play-furniture for schools.

For facilities not covered by any programs – such as streetlighting – innovative means have been devised. Maintenance of streetlights and payment of electricity bills for the same is handled by villagers. When people demanded streetlights, an engineer was called to survey and give an estimate; it was about Rs.15-16 lakhs of installation cost and Rs. 50,000 as monthly electricity bill. Since the Gram Panchayat could not afford it, in the subsequent community discussions it was proposed that each house put a light on its roof. The Gram Panchayat invited applications from willing families to bear the operational costs of this one light, and the GP (Sarpanch) mobilized the high-power fittings and initial set-up costs (about Rs 700) from companies manufacturing the fixture. Today there are 350 such “street-lights”.

Open decision-making and community involvement have been key instruments in these processes. The Sarpanch Sri Paliwal, on assuming office changed the way Panchayat meetings were conducted,

and also made sure meetings were held regularly. At that time, all the ward members and Sarpanch together decided to conduct the meetings openly, in the presence of community elders and other interested citizens. This initiated a process of transparent and inclusive decision making, and active participation. With initial successes in respect of school upgradation and the Total Sanitation Award, villagers responded with greater participation and voluntary contributions of land, labour, time, ideas and external connections in higher government and industry. Today people trust the Panchayat, and its involvement in social dispute resolution and settling conflicts is substantial.

2.4.4 Central features of the Piplantri transformation

In Piplantri, there are three central features that are startlingly strong. One is the high drive of the erstwhile Sarpanch – a different Sarpanch is in position after the 2010 elections as the seat became reserved – to “achieve results”. The second is the systematic and full use of all available government programs to develop the basic facilities and amenities in the village. Third is the creative sourcing of additional “CSR” resources from a variety of sources, from the adjacent quarrying company to electrical fixture manufacturers. Principled stands on waste dumping, need to offset pollution and land usage and harmonious labour relationships with the quarrying company have been central features in this respect. For example, in a context where quarry owners typically prefer non-Rajasthani migrant labour to avoid labour-handling problems, the adjacent quarry, the largest in the state, uses all the labour Piplantri can offer without any issue. Moreover, the additional immigrant labour is well treated as ‘guests’ in the village, though rents are high. Further, the Panchayats refusal of the NOC for dumping wastes has actually forced the company to adopt the cleanest quarrying practices possible in the region, and earned it an international reputation.

People’s participation in the decision-making and in developmental efforts are no doubt another mainstay, and have been crucial to the success of the ex-Sarpanch’s initiatives. However, they are evident as a critical but not driving factor in Piplantri. The motive force clearly comes from the ex - Sarpanch’s drive to achieve a radical transformation, despite his limited education, relatively less exceptional social inspiration and no “spearheading group” as say, compared to the case of Hiware Bazar – this is clearly a case of “determined individual leadership”. That is not to reduce the importance of the support garnered and participation from elders and lay villagers alike, but the “charismatic leadership” evident in some other cases is not a central feature. On the other hand, the Piplantri experience demonstrates a relatively simpler, less time-consuming and more replicable process.

2.5 EMERGENT COMMON FEATURES AND DIVERGENCES

Examination of the four cases of ‘suo-moto’ village development and enterprising local self-governance surfaces startling commonalities in both form and content that readily suggest a ‘model’ for village planning and development. In the light of the fact that these are all examples where the change-processes were self-initiated and followed a locally rooted and practically implementable trajectory, the strength and relevance of this model to other locations is, arguably, superior to theoretically or academically generated templates for a proper village-development process. Moreover, the initial conditions are close to generic, and the contextual conditions varied enough to suggest that this emergent model is valid across a large range of locations.

To derive a process- model that can provide the underpinnings for a ‘Manual’ we examine below the process and content commonalities across the four examples and in the next section, the unique features and divergences that illuminate some key aspects of the process.

2.5.1 Common Features of the Village Development and Change Process

The important features to examine in respect of the trajectory of change in the four examples are suggested by the need to find a model that can be translated into a Manual, with step-wise directions for users to follow. One approach is to examine the answers that emerge in each case to the following questions –

- Who initiated the process?
- How did it start?
- What was the first step?
- How was the community mobilized?
- What mechanisms were used for extensive community involvement?
- Where did the resources come from, or how were they mobilized?
- What hurdles were faced?
- How were the hurdles tackled?
- What features have enabled ownership and sustainability?

The answers to these questions, compared across the examples, provide the key features of a model of village development and planning. The features of the village cases on each of the relevant parameters are presented in Table 1 below.

Table 1: Commonalities in village development trajectories

No	Aspect		Hiware Bazar	Gangadevapalli	Ramachandrapuram	Piplantri
1	Initiation by		Individual / Youth Group	Individual	Individual	Individual
2	Leadership	Motive force	Sarpanch (& friends)	Sarpanch & Committee Presidents	Sarpanch and Ward Members, Village elders	Sarpanch
		Characteristics	College educated, inspired socially motivated	Educated, inspired socially motivated	Educated, inspired socially motivated	8th class, achievement-oriented
		Mechanisms of legitimation	Youth Groups Participatory approach	Village leaders Participatory approach	Village elders Participatory approach	Section of village elders, transparency
3	Community Involvement Mechanism		Youth groups Gram Sabha	Committees Gram Sabha	Village Parliament Committees	Aam sabhas, Open Panchayat

No	Aspect	Hiware Bazar	Gangadevapalli	Ramachan- drapuram	Piplantri	
4	First initiative	Remove social vices	Remove social vices	Remove social vices, prohibition	Aam sabhas, Open Panchayat	
5	First development effort	Address water scarcity	Address drinking water problem	Revive school system, involve retd. Headmaster	Upgrade school, building, TSC	
6	Resource Mobilization	Timing	After problem identification and initial planning	After problem identification and initial planning	After problem identification and initial planning	
		First source	Govt. program	NGO	Govt. program	Govt. program
		Respon- sibility	Sarpanch & youth supporters	Sarpanch and as- sociates	Sarpanch, Ward members, committees	Sarpanch, Sec, BDO
		Sources	Initially govt programs, then from community + govt. allocations	NGO, Govt programs, Banks, Corporates	Govt. programs, companies, community contacts	Govt. Programs, local & other companies,
Community contribution	Voluntary labour, later funds too.	Voluntary labour, organizing, operating, monitoring	Voluntary labour, organizing, operating, monitoring (in committees)	Voluntary labour, suggestions		
7	Re-visioning Panchayat structure/ operation	Panchayat called "Village Sansad"	Panchayat as "Village Secretariat"	Panchayat as "Village Govt" with Vidhan Sabha and Vidhan Soudha	"Open Panchayat"	
8	Timeframe	20+ years	12 -15 years	10-12 years	5+ years	
9	Integrated Planning					
	When started	After initial 10-12 years	After first 7-8 years	After initial 7-8 years	After 3-4 years	
	Who does	Panchayat	Panchayat	Panchayat	NGO with Panchayat support	
	Need identification, Proposals development	Panchayat, Gram Sabha	Panchayat, Committees, Gram Sabha	Committees, Panchayat, Gram Sabha	Sarpanch & ward members, Aam Sabhas	
	Community involvement	Gram Sabhas for ideas, discussion of proposals, final plan	Gram Sabhas for ideas, committee election, discussion of proposals and setting rules, Committee develops details	Committees for ideas, Gram Sabhas for committee election, discussion of proposals and finalization	Sarpanch with others generate ideas, Aam Sabha discussion	
	Finalization	Panchayat	Panchayat	Panchayat	Panchayat	

2.5.2 Important Dimensions of Development & Planning Process

The examination of the successful cases of village transformation by Gram Panchayats through empowered local governance has been revelatory in its divergences from the typical approach to local integrated development and planning that is prescribed and required by higher governments. It is important to note these differences, so that the learnings can not only be incorporated into the Manual to be designed, but more important, inform the design of frameworks, guidelines and timelines set by higher governments, for planning by Panchayats.

1. **The starting point for transformative village development planning is NOT integrated, departmental/sectoral or program/ scheme directed planning.**

Even less is it planning and budget preparation for different sectoral and departmental schemes. The standard (ideal) models of village planning, either integrated or sectoral, departmental or scheme-directed, are in one or the other of three trajectories (unless it is completely adhoc). In one model it starts with need identification, assessment of existing situation (sometimes participatory), finding and/or assembling the relevant data, identifying alternate or a feasible way of meeting the need, projectization and budget development. Another, more future-directed process starts with ‘visioning’ a desired future and identifying requirements (often derided as a ‘wish-list’), followed by assembling of baseline data and identification of available resources – particularly available government programs or schemes programs – and developing suitable projects and budgets to utilize the available resources. A third way is program or scheme directed – the existing government program and available resources are explained, including what useful initiatives to improve village conditions can be realized under that, and possible projects and budgets are identified.

2. **The process begins with resolution of ONE major, community-wide issue.**

The developmental trajectory starts with resolution of ONE critical and major issue – such as water supply – that affects everyone in the community. This is often preceded by years of effort to address a social issue (such as alcoholism) by the spearheading group, who have by then developed sufficient credibility to bring together most of the community on the development issue. Among our cases, the Piplantri experience was the only one without this background; the Sarpanch had the backing of some village elders but had not established a record of social engagement. The experience there is therefore different, with the Sarpanch facing more opposition and hurdles, and much less community involvement at the beginning.

3. **Resolution of that one critical issue is by transparent decision-making and with community involvement.**

Community involvement in the resolution of the first critical issue taken up is crucial to both the success of that solution as well as the launching pad for participatory village development and empowered local governance subsequently. The positive material gains from the success demonstrate that community participation and/or voluntary contribution does yield rich dividends that are tangible and useful. Moreover, such community involvement is made possible due to the high credibility of the “leader” – in all these cases the Sarpanch – which in turn is established by their prior record of social engagement. In the one exception (Piplantri) the Sarpanch did not have this but did have the support of significant and respected elders in

the community, from which followed acceptance and rallying-around by some segments of the community; he himself also wielded a degree of power, sufficient to mobilise attendance at the Aam Sabhas he conducted in different hamlets in the beginning.

4. **Integrated development planning emerges later in the process, often after a number of years of systematic “problem solving”.**

There is no integrated or even systematic sectoral/ program-directed planning at the start. The process begins with a “problem solving” approach, in respect of one critical issue/problem in the village that affects almost every household. It is AFTER this is successfully resolved – and in some cases a number of other separate problems after that – that any integrated planning is set in place. The successful resolution of the critical problems, in a participatory and transparent way, is the foundation on which the credibility of the leader/Sarpanch and spearheading team is built and community trust in Panchayat efforts are developed sufficiently to take on systematic and formal processes later. Though by now at least three of the cases studied were doing systematic annual planning, the systems had been established after years of a “problem solving” approach.

5. **The process is internally motivated and initiated, not initiated from the outside either by civil society or government, though substantially supported by either or both in all cases.**

In every case, the initiation of and motive force for the process has come from the “inside” – from a village resident who was elected as the Sarpanch. In no case was a direct external impetus evident. In fact, in some cases, external attempts had failed so spectacularly and regular public systems (such as schools) were functioning so poorly that state developmental agencies had given up or refused to grant more support. That is not to say that there was no external support – there was, often from early in the process, such as in Piplantri where the BDO in position provided all information and helped design the projects, or in Gangadevapalli where the local NGO agreed to help with funds if there was a measure of village contribution.

6. **The internal initiator is the Sarpanch, with a core internal (spearheading) group or support from such and external support from govt/NGOs.**

The Sarpanch emerges as the crucial leader in all four cases, supported by a ‘team’ of sorts – either of a peer group of friends as in Hiware Bazar or the ‘Council’ in Ramachandrapuram or the ‘elders’ supporting the Sarpanch in Piplantri. This resonates with other known experiences of successful transformation (eg., Ralegoan Sidhi), where there is always one internal ‘leader’ – in these cases the formal position of Sarpanch with developmental responsibilities and the individual initiatives coalesce to produce sustained leadership. Also, though in all cases the extensive involvement of the community in the decision-making is key to the success, there is clearly a smaller nucleus or team that leads the efforts, strategizes, mobilizes the community and organizes contributions.

7. **Watershed development, and planning for water supply and use is a common starting point.**

A startling revelation was that the first developmental issue to be addressed was common

across all four cases – the lack of water stemming from land degradation. In Piplantri, it accompanied the attention to raising school level, but nevertheless, according to the Sarpanch, water scarcity was the first issue that surfaced in the initial Aam Sabhas. Also surprising is that in at least three of the four cases, watershed treatment and other efforts had been tried a number of times before, but had quickly fallen apart without dramatic success. This is revealing, for it points out the difference between external intervention (with its own different design/process) and internally-initiated processes.

8. **At least three dimensions are addressed together in resolving an issue and/or developing a facility or amenity – finding the solution (project), rules for effective operation and an organizational mechanism for operation, maintenance and rule enforcement.**

A key to the success and sustainability of the efforts in all four instances is that the solutions devised to the issues were not planned as “projects” but developed as full service-providing initiatives. In each case, the ‘project’ – water supply system, water harvesting structures, school development, sanitation initiatives etc – was planned and executed along with development of rules for successful operation and organizational mechanisms for their use, operation and maintenance, and most importantly, for rule enforcement. Success and sustainability was ensured with the simultaneous attention to all three dimensions, which was possible because of the internal process/project ‘ownership’ by the Panchayat and the community – a fact often forgotten in the village-development planning through external programmatic means.

9. **Community-wide involvement, but using a variety of mechanisms (not just Gram Sabhas!).**

In each instance, transparent and inclusive decision-making and community involvement in planning and implementation is clearly central to the success both of the various development initiatives as well as in building local self-governance. However, it is equally noteworthy that such involvement is not through Gram Sabhas only – though that is clearly a very effective mechanism. The more telling discovery is that other methods of community involvement are equally effective, such as the many committees in Gangadevapalli, the “Village Council” and sectoral committees in Ramachandrapuram and the ‘Aam Sabhas’ (hamlet-level gatherings) at Piplantri. The keys are complete transparency and extensive involvement of as many of the community as are willing. A variety of optional structural arrangements could be devised as options for Panchayats to choose from depending on the context attributes.

10. **Use of symbolic nomenclature/terms to convey picture of “local government.”**

In almost all cases (except Piplantri) the Village Panchayat was called differently in the local parlance, conveying the idea of a ‘village government’. Not only did it establish the identity of the Panchayat in terms that the community could relate to, it also conveyed in some form the functions and roles of the Panchayat, the members and the community. As the Sarpanch of Gangadevapalli explained – “People understand ‘government’, Secretariat, etc... when we call the Panchayat as ‘Village Secretariat’, they can then relate and expect things from the Panchayat that they expect from the governmentbut since they are able to see, to participate, they can also see the difficulties and help to solve them.... they feel empowered and happy to join in ‘government’....”.

2.6

Ralegan Siddhi: A village transformed – Anna Hazare

<http://www.citehr.com/367194-anna-hazares-ralegan-siddhi-model-sustainable-development.html>

The development of Ralegan Siddhi by the vision and dedicated efforts of Sh. Anna Hazare has become one of the successful example to carry out development on the basis of local natural resources and with the close participation of the local community. Started in mid 1970s by Sh. Anna Hazare, this village at that time had very pathetic and awful condition. Most of the land was barren and undulated. As the village was located in the rain-shadow area, the annual rainfall was meager 400–500 mm. All of the rainwater used to run off and get wasted. There were no means to harvest this precious resource. Whatever rainwater could be collected, was sufficient to cultivate only one crop on 300–350 acres of land out of a total 2200 acres of land available in the village. 80% families were surviving on one square meal in a day.

As food production was insufficient and no employment opportunities were available in the village, some villagers had started brewing liquor to earn their livelihood. Gradually the number of breweries rose to 35. They were aware that what they were doing was socially and morally incorrect, but the circumstances forced them to adopt this profession for their livelihood. Some villagers had to walk 5–6 km. each day in search of employment in the nearby villages. The helplessness due to poverty and indebtedness led people to desperation and ultimately to alcoholism. Quarrels and street fights became daily chores.

When he decided to dedicate his life for social cause in 1975, he believed charity should begin from home. Swami Vivekananda's words resonated in his mind - people would not listen to philosophical ideologies with empty stomachs. Social change is not possible if people are haunted by the daily problem of making two ends meet. Hazare taxed his brains on how to solve this rural problem. He remembered that Late Mr. Vilasrao Salunkhe had in 1972, started experiments in **watershed development and water management** in some villages near Saswad in Pune district. His work used to be frequently discussed in informal gatherings everywhere. So, Hazare visited his project and was inspired. This visit gave a direction to his ideas and he decided to undertake similar work of watershed development in the village.

The watershed development work helped in conserving each drop of rainwater in the village itself and in recharging the groundwater aquifers. This ultimately raised the water table. In the same village where earlier it was not possible to cultivate more than 300–350 acres of land for one crop, now the villagers are harvesting two crops in 1500 acres of land. Due to availability of water, the agricultural production has boosted up. The agricultural development has created lot of employment in the village itself. Not only has the distress migration completely stopped, but now

wage labourers have to be hired from other villages in order to get various inter-cultural operations done in time. Today the villagers have completely given up brewing of liquor. Nobody sells liquor in the village. Further, the shopkeepers do not sell cigarettes, beedies and tobacco too for the last 13 years.

Earlier, only 300 liters of milk was produced in the village. Now the milk production has gone up to 4000 liters. This milk is purchased by cooperatives and private dairies. This brings in Rs. 1.3 to 1.5 crores (13 to 15 million) annually to the village. The dairy business has flourished as a subsidiary to agriculture which has provided a new income generation avenue to the unemployed youths of the village.

The per capita income of the villagers has increased from Rs. 225 to Rs. 2500. This has completely transformed the economy of the village. The living conditions of the villagers have improved and the gap between the haves and have-nots has also narrowed down. After the economic transformation of the village, villagers constructed buildings worth Rs.1 crore (10 million) for school, hostel and gymkhana and renovated the old village temple through financial contributions and shramdan.

Mass marriages are arranged in the village (generally 25 to 30 marriages at a time) in order to curb expenditure. This has helped in removing caste barriers and promoting social cohesiveness.

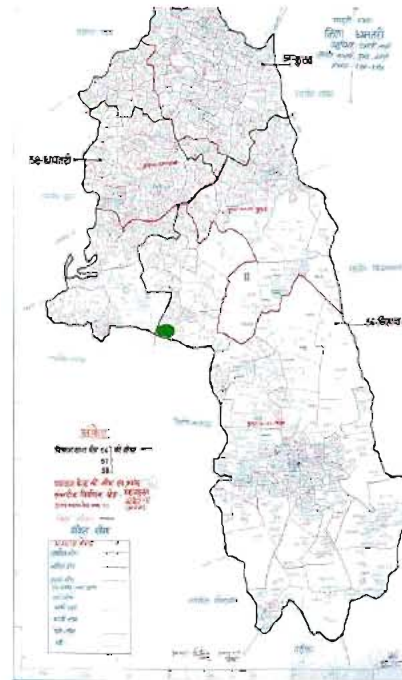
After the success of watershed development programme in Ralegan Siddhi, Hazare replicated it in the neighbouring four villages. The results are encouraging. Now similar project is being replicated in 80 – 85 villages of Maharashtra. Like any other village in India, in Ralegan Siddhi also, there was a social problem of untouchability. Today, people of all castes and creeds live together in peace like members of the same family. The cooperation among all the villagers has also become much stronger.

In the last 35 years, many institutions and cooperatives like Gram Panchayat, Cooperative Consumer Society, Cooperative Credit Society, Cooperative Dairy, Educational Society, Women's Organization and Youth Organization, with different mandates are operating in Ralegan Siddhi. Till date, no elections were held for the selection of members of these institutions. The members were selected unanimously by the villagers in the Gram Sabha. The Gram Sabha has emerged as a powerful forum for taking collective decisions at the village level. All the developmental programmes are implemented in the village after taking consent of the Gram Sabha.

For last 15 years, thousands of visitors, not only from neighbouring states of India, but also from abroad, have visited Ralegan Siddhi to study the impact of watershed development. They include researchers, academicians, farmers, government officials, people's representatives and students. While implementing the watershed program trained manpower is required and realising that there was paucity of trained manpower in Ralegan Siddhi a training institute to impart training in watershed development was established. So far, about 17–18 thousand people from different states of India have been trained at the Training Centre on Watershed Development.

Village - Chhindhbarri**A. The Context**

- **Location:** Situated near Madamsilli dam at 30 km distance from district headquarter Dhamtari. It is 50 km away from block head quarter Nagari.
- **Demography:**
 - Number of Households: 85
 - Total Population: 415
 - Percentage of Shedule Tribes: 80%
 - BPL Households: 72%
- **Resources and Livelihoods:**
 - **Land Holdings**
 - Average Land Holding : 5 Acres
 - Marginal Farmer: 32% households
 - Small Farmer: 33% households
 - **Land Type:**
 - Upland:52% land
 - Medium land:29% land
 - Lowland:19% land
 - **Average Crop Productivity:**



Type of Land	Earlier Status	Crop Grown and its productivity
Upland	Millet, Black gram or short duration paddy cultivated, Unterraced with some small bund. Susceptible to soil erosion. Poor water holding and low fertility.	Black Gram: 15 Kg / acre Finger Millet: 400 Kg / Acre Sesamum: 20 Kg /Acre
Medium land	Bunded field not properly levelled, crop fails with withdrawal of rain for even 15 days	Paddy: 350 Kg / Acre
Low land	Almost leveled and bunded field	Paddy: 750 Kg /Acre

- **Food Sufficiency from own cultivation:**
 - 6 Month and less: 50% households
 - > 6 months to 1 year: 38% households
- **Other sources of income : Average Contribution to individual households income**
 - Labour (Agriculture, NREGA, Migration) : 55%
 - NTFP collection and trading:24%
 - Other households activity (Fishing, Trading etc.) : 21

B. Work Done / Intervention

◆ Community Mobilisation

Organizing women into SHG (Self Help Group)

- Initiated in 2009
- Number of SHGs: 5
- Households: 60
- Activity:
 - Saving and credit
 - Livelihood
 - Broader wellbeing issues

Village development Committee (VDC):

- Formation and nurturing of VDC comprised of both men and women of the village.
- VDC prepare Village development plan, follow up for sanction and monitors its execution.

◆ Livelihood Intervention

Activity	Quantity	Finances Utilized (Lakhs INR)	Funding Source
Orchard Plantation	Families covered- 42, Area- 35 Acre	10.50	NABARD
Land And Water Development	Families covered: 69 <ul style="list-style-type: none"> ▪ Land leveling: 140 acres ▪ Small Farm Pond: 150 ▪ Pond: 2 No. ▪ Sabji Kuti: 20 No. ▪ Community Nursery: 1 ● Irrigation Bore well: 31 No. ● Paddle pump: 31 No. ● Sprinkler Pipe: 13 families ● Drip: 13 acre ● Composting tank and Azola tank: 31 families ● Poultry shed: 26 families ● Vegetable grading machine-1 	191.55	Zila Panchayat Dhamtari, Department of Agriculture, Department of Horticulture, Department of Forest, BRGF, Families Own Contribution, Loan from JFMC for bore well (about 6 lakh)
Productivity Enhancement	<ul style="list-style-type: none"> ● Agricultural Implements ● Crop Loan ● Crop Production Technology 		Agriculture Bank / SHG PRADAN / Agriculture/ Horticulture

⊕ **Other Wellbeing related intervention**

Activity	Quantity	Finances Utilized (Lakhs)	Source
Safe Drinking Water	Family: 84	6	NABARD, CREDA, PHED, Department of Forest
Biogas	Family: 40	4.8	CREDA
Toilet	Family: 10 (Rest is in progress)	1	NBA, NABARD

C. Outcome

⊕ **Increase in income**

- ✓ Average income increased from Rs 14000 (in 2009) to Rs 84000 (in 2013)
- ✓ Range of income for 52 households (2013-14)

Up to Rs 50000	10%
Rs 51000-75000	15%
Rs 76000- 100000	40%
More than Rs 100000	35%

⊕ **Enhanced status of ground water- More water in well**

⊕ **Enhanced Self Image and Social capital**

⊕ **Mainstreaming with different stakeholders**

⊕ **Increased women participation in Gram Sabha**

- Joint meeting of men and women
- Second year onward prepared their plan on their own and got it sanctioned.

D. Effort for Replication

- ⊕ Engaged with district administration as TSI (Technical Support Institution) to facilitate people centric planning
- ⊕ Training of field level officials (especially of MGNREGA) for People centric INRM (Integrated Natural Resource Management) based planning in all the four blocks of the district.
- ⊕ Developing planning manuals and systematize the Intensive Participatory Planning Exercise

A Case of Transformation

The Change Process – Chhindbharri Village, Dhamtari district, Chhattisgarh

Before (2009)	PRADAN's Intervention	At Present
<ul style="list-style-type: none"> 71 tribal families (85% among them BPL) were food secure for only 6-8 months – distress migration was the main survival mechanism No family had any savings. 	<ul style="list-style-type: none"> Social mobilisation through women-led SHGs covering 85% families. Introduced alternate land use, development of land and water resources and improved agriculture practices to improve land productivity. <ul style="list-style-type: none"> Horticulture in the uplands INRM based resource development and utilisation planning Helping community to establish linkages with different department-convergence Stabilisation of paddy yields Diversification into seasonal vegetable cultivation. 	<ul style="list-style-type: none"> All families are food secure throughout the year Each family earns an average additional annual income of INR 25,400 from farming. All children attend school. No distress migration

The Ripple Effects

- Community has provided tap water facilities to all the households through their contribution.
- SHG members influenced administration to sanction and construct a health centre in the Gram Panchayat.
- Community has mobilised support from CREDA for bio gas and 56% families started using it.
- Government officials visited Chhindbharri to assimilate learning and replicate the approach with other communities in the region.



How it affected- The individual households

- 114 acres of land developed and made suitable for cultivation
- Protective irrigation to Paddy ensured in about 71 acres of land.
- 100% and more increase in production of Paddy due to timely operation and availability of moisture at the critical stage.
- More than 60% of families earned about Rs 30000 from vegetable cultivation.
- Life style of people has improved (More asset at households level).
- No distress migration – more work for themselves as well as other in in their own farm
- 5A's – Assets, Access, Abilities, Assurances, Attitudes

How it affected- The Village

- Improved recharging of well. The well earlier taking two days to refill, now get refilled within twelve hours.
- Additional 225 acres area under irrigation from bore well.
- Diversification in farming (*More Area, More Crops*)
- No loan from grain bank of village since last two years and the fund (about Rs 70000-80000) used for development of community asset in the village.
- Now village is organised around developmental issues-
 - गांव का संगठन बना है
 - पहले केवल सामाजिक विवाद हल करने के लिए गांव के बुजुर्ग बैठक करते थे अब हर महीने महिला और पुरुष बैठक कर गांव के विकास के लिये चर्चा करते हैं और योजना बनाते हैं

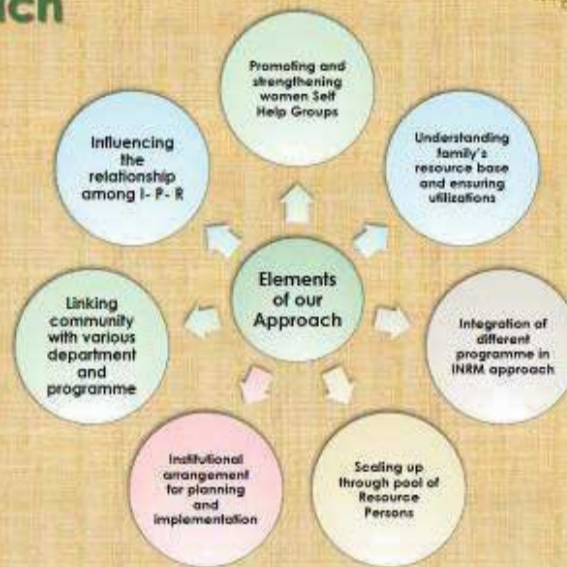
How it affected- The Gram Panchayat

- Volume of development work in panchayat has increased many folds. Chanagaon Panchayat utilized only 1.7 lakh under MGNREGA in 2009-10 whereas it was 27.1 lakh in 2010-11 and 26.9 lakh in 2011-12
- Load on representative of GP has reduced as earlier planning and implementation was done by them only without any support from community. Now SHGs support in planning for work, follow up at different level and in implementation also.
- All the Gram Sabha are happening as per schedule.
- Gram Sabha at Chhindbharri has decided to pay tax to GP

The Approach

Approach of area saturation

- Building an area based perspective
- Identifying poverty pockets
- Mapping potential families, needs and opportunities
- Mapping potential activities
- Developing a proposed course of action in each area



Intervention model

Social mobilization

- Women from poor and very poor families in selected areas
- Affinity based SHGs – forming the foundation for strong and cohesive community structures as well as financial intermediation
- Facilitating women's participation in Local governance
- Strengthening women's institutions

Resource augmentation and area development

- Take an area perspective based on a poverty pocket/INRM approach
- Integrated natural resource management investments, Demystify & simplify Technologies
- Development of Livelihood Prototypes
- Convergence of different government programs with MGNREGS, NRLM

Mobilize Mainstream Resources

- Finance services
- Knowledge & know-how
- Investment, convergence of different Govt. programs
- Strengthening linkages with state departments and PRIs
- Engagement with other NGOs – nurturing partnership approach

Livelihoods

- Productivity and income enhancement
- Linking with opportunities in the macro environment
- Aggregation and economies of scale
- Producer institutions such as Co-operatives, Producer Companies

Punsari village Gujarat



Located in Gujarat's Sabarkantha district, Punsari village has emerged as a model village with modern urban amenities such as 24X7 power supply, WiFi connectivity, CCTV cameras to ensure security, and pucca roads connecting the village with other villages and towns.

Other important features of the village include:

- A reverse osmosis plant which supplies 20 litres of water to each household at Rs 4.
- Use of solar power for agricultural purposes
- Accidental Insurance cover to one member of every household
- Air-conditioned primary schools with no dropouts
- Bus facility for all households
- Focus on behavioural change through campaigns and awareness drives. For this purpose, 120 loudspeakers have been installed in different parts of the village

Punsari was awarded with the Best Gram Panchayat Award from the Centre and the State in 2011.

The detailed interventions are as follows:

Basic Amenities and Rural Infrastructure:

- It has underground Drainage system with three point outlet which gets dumped in a landfill outside the village wherein all waste get absorb into the soil.

- For waste collection, a door to door collection system wherein a tractor trailer which collects waste twice a day i.e. (Morning & Evening) from the village in order to collect the maximum waste. The waste collected comprises of 100% plastic only.
- There is proper sanitization in all houses having a toilet i.e. Safety Tank toilets are installed in every home.
- The village is having all weather road and block road with covered pucca drainage system.
- PA system i.e. Public Announcement system is installed at two places wherein announcements, Bhajans and other news been announced twice a day i.e. Morning and evening.
- 16 point CC TV cameras and monitors linked with mobile application been installed at key locations in order to keep a close watch on the daily activities and around 40 people can view the same on their mobile. Also CCTV cameras are installed in schools and health Centres.
- There is one milk bank, one outpost police station, Two Banks, One Gram Hat, One Post office, One Community Hall and 24*7 primary health Centre, Talod railway station, Block and CC Road with Internal GIS & GPS System etc.
- The Gram Panchayat has adopted 7P Model i.e. Punsari, Public, People, Panchayat, Private, Profit and Partnership.
- Mineral RO plant for clean water costing worth approx. Rs.5.50 Lakhs is installed with no profit and no loss basis. Even RO Plant is also installed in Schools. The Villagers can get the big bottle at minimal cost of Rs. 6-7 and for commercial purpose it is available at Rs. 40/- . Around 10 - 12 Families are associated and earn their livelihood by supplying the water bottles.
- The gram panchayat has also started Internal Bus Service after analyzing one of the reasons of death of infants and pregnant women. The bus undertakes 11-12 trips per day and having 4 pickup stand connecting women with milk banks with low fare of Just Rs. 3/- per trip. This has help in reductions in IMMR and IRMR rate.
- The villagers are also using bank and most of the families are having an account with SBI bank which is also money exchange bank having facilities of ATM cum Debit Card Services for withdrawing cash.

Waste to Energy Plant

- The villagers are using cow dung waste generated in households and farms to generate electricity. The bio-electricity plant is installed, it supplies power to streetlights while the remaining electricity is supplied to the households.
- 400 LED street light has been setup with LED Lights, which runs on solar power and The gram panchayat tied up with GEDA which provides the solar grid at Approx. Rs.7 per unit having 3years maintenance contract and thereby led to 50% reduction in the cost (which was then Rs. 70000/- & Now Rs. 35000/-).

Education:

- There are Five Primary Schools (1 to 8 standard) and One Higher Secondary School (9 to 12 standard). Out of this schools 3 Schools are smart class and CCTV are also installed which is linked to Mobile app. The schools have 100% admission rate and 0% drop out rate. Similarly, there are eight Anganwadi centres running in the village with approx. 450 kids enrolled. The class rooms is having facilities of projectors, audio visual aid and computer laboratories to teach MS Excel, Word, to use the internet. Only 32 children's are studying outside the village rest all are enrolled in the village only.
- The Primary schools are CCTV camera enabled, which helps Panchayat and parents to monitor student's advancement and it is also helps the panchayat to keep a watch on teachers.
- The gram panchayat has also set up a Mobile Library with more than 400 books (Mainly of Primary Class). It has scheduled a particular day or time within different locations of the village.

From No Electricity to Internet, Wi-Fi connectivity and Banking:

The village is connected Wi-Fi with unlimited access with 4 mbps speed at just Rs. 50 only which is collected from the villagers. The villagers are using E-gram, social networking, latest farming trends, Mandi prices, online tax payment, mobile app and even the panchayat sent the details of tax payment through



way2sms service. Some villagers are also buying products online through various ecommerce mediums. Online Monitoring of day to day activities of the villages.

Skill Development Centre (Kaushal Vardhak Kendre):

Various programs such as vocational training in mechanics, Spoken English, Video Library, Beauty Parlor, Tailoring, Sewing and Stitching Classes and basics computer are offered by the center and Even In near future, The Gram Panchayat along with the other 15 villages is going to start driving school for women.

Guest Lectures and Employment:

The gram panchayat occasionally organizes guest lecture, wherein the corporate leaders interact with the youth of the Punsari village via Skype, Also the executives from corporates also visit the village; deliver lectures and interact with the youth of Punsari village. Around 10 to 15 youth got employment in the corporate offices as a security guard or helper etc. The gram panchayat is also organizing Skype presentation in schools and health center.

Women Empowerment:

The Gram Panchayat is assisting Women of the village. There are 109 self-help groups (SHGs) (10-15 women per group). At present there are 1300 women's engaged in SHGs. These groups contribute a minimum amount each month. They receive around 8% interest on their contribution and this self-help group have value of Rs. 32 lakhs. The gram panchayat build a Commercial Building consisting 10 shops and it is given on monthly rent of Rs. 200 – 300 to the women's family (husband).

E-Governance:

The Gram Panchayat has developed a mechanism through which the villagers can pay their taxes online. Biometric attendance system for the government employees.

The Gram Panchayat has digitized all land records, which can be easily accessed similarly, the Gram Panchayat facilitates people in paying electricity and other bills. Currently, the Gram Panchayat has a 75 lakh surplus fund against a net debt of 10 lakh in 2006

The village has its own website containing all the detailed activities and achievements of the village.

Law and Order:

The Village has one outpost police station. After 2012 there is no single FIR filed against molesting or rape women excluding accidents and theft.

Awards, Accolades & Recognition:

The village received an award for being the best Gram Panchayat from the Ministry of Rural Development in 2011.



A Way Ahead – Future Needs:

- E - Auction of Agro products.
- Recycling of drainage water.
- Requirement of an Easy Mechanism for penetration of Ecommerce in rural areas for FMCG/ Electronics/Apparels as the product that are available at local shops are not original also they are buying various home appliances and electronics and apparels online.
- Two Way Public Announcement system enabling to communicate with people and create awareness about new government schemes and planned meeting involving villagers, Grievances Redressal etc.
- Creating an easy data base management for agriculture.

o *Exhibit 8: Roads with CC TV and Speaker System*



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2.9

**Miscellaneous Excerpts
from
'Good Practices'**

Eraviperoor Gram Panchayat

APP ID	614
Title of the Initiative	Eraviperoor Gram Panchayat
State	KERALA

The Eraviperoor Gram Panchayat has carried out several initiatives for the overall development of the panchayat. Interventions have been carried out in the e-Governance, Education, Environment conservation, water supply, waste management, institution building and for improving service delivery of government schemes.

Under the E-Governance sector, certificates like marriage, birth and death have been made online which can be issued to the villagers without much difficulty for the villagers. The notices and information regarding various important issues are provided through voice and text messages for the benefit of the villagers. All salaries and honorariums of the board members are paid through banks. A record room has been set up to trace the records and documents without any delay. Ten softwares developed by the Information Kerala Mission have been installed and are being applied for facilitating e-Governance. The office building of the Gram Panchayat has been connected through wi-fi internet networking technology. Total Quality Management system has been adopted and ISO 9001-2008 Certification has been achieved for the Panchayat Office making it one of the few such panchayats in the country.

In the education sector, a village knowledge centre has been established having a reference library and a coaching centre for civil service and other competitive examinations. Sanskrit, yoga and art and culture classes are organised for inculcating cultural values into students. Also, a directory for the history, culture and indigenous knowledge of the village has been prepared to conserve traditional wisdom.

For conserving environment, an environment gram sabha was organised for creating awareness on waste management and other environmental issues. Twenty thousand seedlings of shade trees were distributed to ensure better environment in the future. A biogas plant and vermi pipe-ring compost units were distributed and a modern slaughter house, a modern fish market and a WATSAN park was constructed for improved waste treatment. Also, a plastic tar road was constructed from the plastic waste collected by the women in the village making the village a model in waste management. A government land which was being used as a dumping area has been converted into a children's park.

Various initiatives have been carried out specifically in the Scheduled Caste colonies to improve the situation of drinking water supply by making effective use of the Scheduled Caste development fund. This has improved drinking water supply in 50 households in the village.

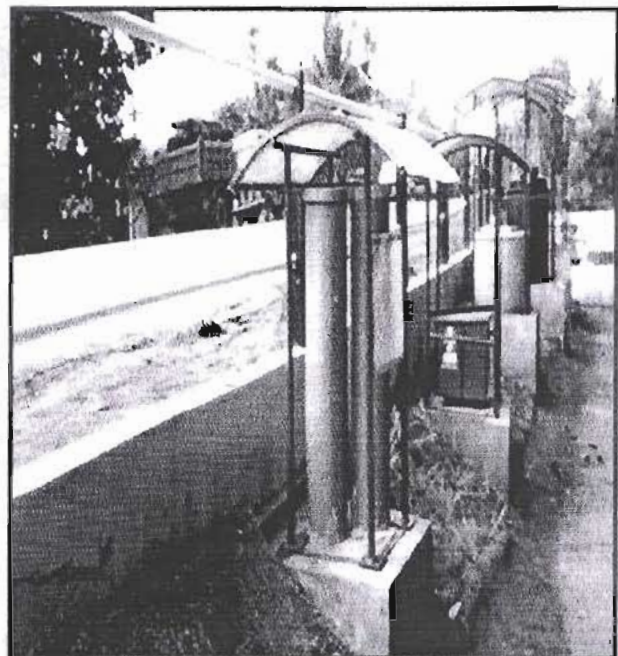
Rejuvenation of a dry river was done through the funds of MGNREGA for catering to the needs of the villagers and for increasing the groundwater level. Various initiatives like cultivation on fallow land, distribution of banana seedlings, subsidy for seedlings and fertilisers, poly houses, etc have been taken for promoting agricultural activities.

Yoga classes have been started through eight centres for curing and preventing diseases. Karate classes are organised especially amongst girls in the age group of 10-15 years for teaching them self-defence and also improving their self-confidence.

Special committees for redressing grievances of women have been formed and since 2010, 173 out of the 182 petitions have been amicably settled.

The panchayat has received various prestigious awards such as State best Bio-Diversity Management Committee Award 2013-14, Arogya Puraskaram 2013-14 and as best panchayat for implementing Pain and Paliative scheme 2013-14. The Sweden based International Centre for Local Democracy has elected the panchayat as the best Panchayat for its diversity of project implementation and visited the panchayat with its research team comprising members from eleven Nations. It has been elected as Model High Tech Green Village and thereby received an additional State government aid of ₹ 3 cr. in the year 2013-14. The plastic waste management project implemented in the panchayat was elected as the district level model project.

Numerous initiatives taken in the village lead to substantial development in the panchayat and also ensured a better future for the coming generations.



Krushu Samruddhi/CAIM (Convergence of Agriculture Interventions in Maharashtra at Warud (Amravati))

APP ID	593
Title of the Initiative	Krushu Samruddhi/CAIM (Convergence of Agriculture Interventions in Maharashtra at Warud (Amravati) IFAD-International Fund for Agriculture Development SRTT – Sir Ratan Tata Trust Govt. of Maharashtra
State	MAHARASHTRA

Krushu Samruddhi - Convergence of Agricultural Interventions in Maharashtra (CAIM), Warud (Amravati, Maharashtra)

Tata Consultancy Services (TCS) is the implementing agency project-CAIM which covers six districts in Vidarbha region, with a population of around 11.2 million of which 45% are below poverty line and 75% of households being rural households.

The intervention reported here from Warud block is in Amravati district of Maharashtra covering totally 15 villages. Warud is one of the "Over-Exploited" Talukas, where farmers do not get good prices; agricultural productivity is low; status of women is low; and livestock development is a matter of concern.

The project is based on a 'Consortium Model', which was envisaged to bring services to the farmers in an integrated manner. Consent was sought from each of the Consortium Partners towards common cause of the project i.e. economic upliftment of farmers. The strength of each partner is being utilised in order to achieve a win-win strategy for farmers as well as each partner. The partners are : BAIF (Livestock Development); KPSS (Institution Building); Jain Irrigation (Soil & Water Conservation, Technology Dissemination); NRCC (Technology Dissemination); TESCO (Market Linkage); Food Cert (Market Linkage- through Certification); Dhan Foundation (Institution Building); Jeevan Vidya Mission (Social Innovation – Mindset Change); and Taluka level Government Organisations.

Activities Planning and Implementation

Involving the Community through VDCs, SHGs, VLCs, Producer Groups and Joint Liability Groups (JLGs), depending upon the nature of the activity, using participatory processes was the first step. All activities were planned and implemented in association with respective VDCs, SHGs, VLCs, Producer Groups and Joint Liability Groups (JLGs).

The stakeholders were provided information on available government schemes, convergence plans were prepared, followed with support to ensure that the activities in collaboration with Gram Panchayats were undertaken.

Major Activities

Project started with building capacity of the beneficiaries through various trainings, providing suitable information from time to time to keep up with changing needs of the market. Awareness and training were the key steps as part of all activities during the interventions.

- Institution Building was designed to realise a solution that sustains through many ways. They were – 1. Creation of Consortium Partners, 2. Village Development Committees in each village, 3. Aggregation of Producer Groups, 4. Activating the Self-Help Groups, 5. Creation of Joint Liability Groups, and 6. Collaboration with existing Taluka Government and Consortium partners.
- To solve the basic problem of low water level in the targeted area, various soil and water conservation activities were to be taken up so as to help in increasing the groundwater level. These included - creation of graded bunds, cement plug de-silting, broad based furrows and irrigation.
- The farmers/producers were aggregated as a Producer Group and were connected to the market directly through various consortium partners and contacts in the market. This was done to give them exposure to the world beyond local traders.
- In order to increase the productivity and address questions asked by farmers – the farmers were registered in the 'mKRISHI' platform for Technology Dissemination. This included access to best practices, answers to frequently asked questions of farmers, and alerts in local language to the farmers on their mobile handsets. Also farmers were given various FFS (Farmer Field School) demonstration through government schemes and IFAD sponsored Demonstration Plots.
- Branding and value addition to the Farmers' Produce was possible through Quality Certification. In this intervention, two international certifications with Global acceptance were implemented- namely, Better Cotton Initiative (BCI) for cotton and Good Agriculture Practices (GAP) for orange.
- Collective input procurement of seeds, fertilisers, and pesticides for Producer Groups was undertaken in order to reduce the input cost of the farmers. The VDC- Village Development Committees-were involved and transactions were made through VDC accounts.
- Small and medium enterprises were set-up to increase the income level of farmers as it could act as supportive agricultural activity. Focus was on women's empowerment. Group of farmers or women from self-help groups were motivated to start their own businesses at small or even medium level for which TCS helped them to connect to all requirements like loan from banks, business plan preparation, knowledge about market connect, etc.
- Livestock development was another focus (Backyard Poultry & Household Dairy) of intervention in which BAIF assisted with their expertise.
- Social Innovation was introduced by the consortium partner – Jeevan Vidya Mission-to encourage farmers in the direction of entrepreneurship development, positive mindset and collective work, knowledge sharing and delivering with quality.
- TCS, Mumbai Innovation Labs, has invested in the project in terms of 2/3 of field staff salary for the last three years, the cost of Group Lead and free mKRISHI platform for farmer expert connect.

Intervention-Community Empowerment

Village Development Committees/ Village Level Committees: VDCs/ VLCs are the key / leading community institutions formed and nurtured for village level planning, implementation and monitoring of livelihood interventions. They assumed ownership of the soil and water conservation supervising its work. A few VDCs took initiative and requested government departments for undertaking soil and water conservation work.

Joint Liability Group: Joint Liability Groups consisting of minimum of five members formed in each project village for enhancing the credit flow. The members are from small, marginal households and landless households. One of the major purposes of the groups is to form mutual guarantee groups for bank/MFI credit. Joint Liability Group) got empowered to start their own business.

Farmers/Producer Groups: Farmer groups are cultivating the common commodities. Farmers groups are guided in an intensive manner for at least a whole main crop season, to ascertain that the promoted practices are well understood and correctly applied, which achieved through the trainings, demonstrations and mKrishi platform. The farmers/producers realised the collective power for input purchase, direct sell market linkage. The Producer Groups together and also got themselves certified with international standards like Better Cotton Initiative and Global GAP.

Self-Help Groups: The project improved the functioning of the existing women SHGs, the rejuvenated non-functional SHGs and established new SHGs. Efforts are made to ensure that each of the projects HH is linked to the SHGs. All the productive SHGs are linked directly and exclusively to the banks for micro-finance and undertaking livelihoods activities. SHGs - Got empowered and their self-confidence rose on implementation of several interventions like SPARC Units, Poultry, Milk Units, Goatery, etc.

Accrued Benefits

The beneficiaries are very satisfied as their income increased. This has generated more interest in the interventions, especially in the enterprises. The beneficiaries are now ready to put more investment. There has been social and economic development of the stakeholders through various activities.

Elements of Sustainability

This project has been successful in demonstration of a sustainable solution for agriculture with the consortium model with government of Maharashtra as one of the key partners. The "Units" in this Programme comprised: 1) VDC - Village Development Committees, 2) SHG - Self-Help Groups, 3) JLG - Joint Liability Groups, and 4) PG - Producer Groups. This model is likely to sustain as the Consortium Partnership includes Government collaboration and as the approach includes end user participation.

Ability to Replicate

The intervention has replicability due to several factors. For example it has a multi-disciplinary full time team of qualified and experienced professionals; field tested resource material in local language; field-tested Operational Plans ready for implementation; development of 15 demonstration villages, which has the potential to act as Model for other organisations and replicate similar activities in other villages. It has a network of like-minded NGOs - for up-scaling / replication. With the Global

GAP certification, Producer Groups have realised the potentials and possibilities of export market. Once the export market gains momentum, this is likely to increase interest in good agricultural practices; Extensive experience in various trainings, covering more than 1600 farmers through BC GAP, LEISA trainings and others have resulted in better understanding of cultivation practices.

The members of the Village Development Committee of Chandas village along with the Project team during the visit of RP on 12.8.2015. The VDCs hold their regular meetings in the VIC.



A Backyard Poultry Unit owned by a landless farmer. Giriraj breed of chicken are distributed with 30% subsidy from IFAD. The project till date has facilitated 91 such units.

Promotion of Organic Farming for Tribal Farmers of Akole with Relation to Climate Change

APP ID	380
Title of the Initiative	Promotion of organic farming for tribal farmers of Akole with relation to Climate change Swiss Agency for Development and Cooperation, Embassy of Switzerland in India (SDC), National Bank for Agriculture and Rural Development (NABARD)
State	MAHARASHTRA

The WOTR team initiated a four-fold practice in agriculture in the tribal area of Akole, SRI in paddy cultivation, organic soil management, use of bio-extract for pest and disease control and efficient water management practices. Farmers were trained in SRI agro-techniques of paddy crop, organic farming and bio-pesticide formulations. Various exercises were conducted to strengthen the communicative skills and group building of farmers. Field based demonstrations were conducted on Systems of Crop Intensification. Trainings were conducted in preparation and application of vermicompost and organic formulations like amritpani (made from cow dung, cow urine, besan neem leaves, water, jaggery), jeevamrit (made from cow dung, cow urine, besan, neem leaves, water, jaggery), dashpani ark (extract of ten plants along with cow dung slurry and cow urine) and Neem Seed Kernel Extract (NSKE) etc.

As a result of this, the average yield has increased by more than 16%. More than a hundred farmers of paddy (rice) in Akole block in Ahmednagar district have been able to reduce the use of pesticides, chemical fertilizer and their cost and achieved increased yield and productivity of rice while reducing cost of cultivation. To ensure sustainability farmer groups have been formed for paddy cultivators and these active farmer groups are in the process of establishing Farmer Producer Company (FPC). These farmer groups meet frequently, share knowledge and continue to implement new and innovative agricultural methods.

Strengthening Transparency, Accountability and Public Service Delivery in the Rural Development Sector in Sikkim

APP ID	383
Title of the Initiative	Strengthening transparency, accountability and public service delivery in the rural development sector in Sikkim Rural Management and Development Department, Government of Sikkim
State	SIKKIM

The intervention was initiated by Rural Management and Development Department, Government of Sikkim in the year 2008 with an objective of shifting from contractor driven to people centric development. 31 Gram Vikas Centres were established to provide administrative, accounts and technical support to a cluster of Gram Panchayats. Each cluster office, supports a group of about 6 Gram Panchayats having a population of about 15,000. This cluster facilitation team comprises of about 35 functionaries on deputation from the Panchayat, Rural Development, Education, Forests, Engineering, Horticulture, IT, Personnel and Finance Departments.

Further an additional functionary (Gram Rozgar Sahayak -GRS) was provided at the village level to support the employment programs which helped in bringing jobs under MGNREGA. 63000 out of 93000 households were provided employment for more than 70 days. The efforts also helped in making Sikkim as the first and only Nirmal Rajya in the country having achieved 100% open defecation free status in the entire gram Panchayats.

Traditional Community Managed Irrigation System in Subankhata Baksa District

APP ID	160
Title of the Initiative	Traditional Community Managed Irrigation System in Subankhata Baksa District
State	ASSAM

Background

The area has witnessed armed conflict in the past. Living and working together on dong bundhs has played a role in mitigating the inter-community conflict and paved way for integration, peace and political stability amongst the diverse communities. The people in the catchment area are able to harness water resources through the critical, lean months and do not necessarily depend upon other sources. Many farmers are able to harvest four cash crops (lentils, mustard, vegetables and paddy).

Water from the dong bundh system is the primary source of water for the community. They use the water for multiple purposes – irrigation as well as household purposes (primarily non-drinking purposes). The system manages the ecosystem of the area as well as reduces the disaster risk. The dong passes through the forest area and provides continuous supply to the habitat. It diverts water from the main river and reduces the risk of flood and soil erosion. It improves the livelihood of the community (farming can be done in the winter season as well). It provides support to raise livestock.

Socially, the system has played a significant role creating harmony amongst the diverse community members. The area has seen one of the worst armed conflicts during the Bodo movement and Ulfa insurgency. The need of water in an otherwise deficient area (during non-monsoon season) made it imminent to the communities to shed their differences, organise themselves by building social capital in order to maximally benefit from the natural capital (river water) through dong bundh system.

Governance Structure of the Dong Bundh System

A dong is managed by a traditional body of representatives comprising village headmen and elders of the adjoining villages of a dong who share the water resources. The committee takes all decisions regarding the operation and management of the dong. Over a period of time, several sub-committees have become more formal in structure with President, Secretary and Treasurer. Some have also opened bank accounts where an annual membership fee from the members is deposited. All committees have a constitution that includes rules, regulations and by-laws. However, the executive members of the committee remain the core of governance structure. The committees monitor strictly on supply and use of water. A dong is opened for stipulated number of hours at periodic intervals for a village so that people can store water in their pond or irrigate their field. Then another dong is opened for other villages and likewise the system of water distribution is followed.

Though dong bundh management keeps on going throughout the year, the main construction works are undertaken between January and March. During this time, the main river channel is cleaned. It involves the manual removal of obstructing boulders and desiltation of the river channel. 'Porcupines' are built from locally available materials such as bamboo and timber poles. They deflect and channelise the stream as per requirement. Winter season (October to April) is the critical period during which there is water shortage and actual water management and distribution is required. The committee and sub-committees ensure that water is distributed judiciously and equitably during the lean period.

Dong Bundh Sub-committees

95 villages spread over a catchment area of 120 sq. kms. covering population of more than 35000. The sub-committees play a critical role in controlling floods and related disasters and providing food security in the area. It works to protect the key water sources within the protected area.

The entire planning and execution of the dong bundh system is under the control and management of the community owned "Uttar Anchalik Dong Bundh Committee". The committee is a registered society that was officially recognised in 1954. Under it, there are 13 sub-committees which have different villages under their respective command area.

The entire cost of maintenance and repairing the dong bundhs is managed by the sub-committees. There are constitutional guidelines to do financial management of the system.

Few examples are as follows –

Rule for the governing committee:

There is prohibition to add new land for water supply and land from forest area until it is declared as revenue land. If new land is added for water irrigation, then the beneficiary has to pay penalty. The members can use a plough for free in lieu of their services in the committee.

Rules for the Communities of the Area

From mid-April to mid-October, the cultivators and land owners should be present during shramdaan (contribution through labour) for repairing and construction of canals. The disabled, women and children pay money (₹ 15 per head) instead of contributing through labour. Each plough farmer has to give 20 kgs of rice and non-plough farmer 10 kgs of rice to the governing committee of the village. The committee decides the time of ploughing. If someone found started ploughing earlier is levied a fine. Fine is levied on the defaulters (absence from or turning up late for shramdaan, and loan defaulters). Fine is also levied on those found defecating or throwing animal carcass in the dong (₹ 501 to 1001). The sub-committee can supply water to a new household or village without the approval of committee.

The intervention area BTAD has VDC (Village Council Development Committee) instead of gram sabha. The dong bundh committee and sub-committees are an integral part of the local VDC. They are active throughout the year to manage and administer water distribution in the upper stream, middle stream and lower stream. The dong bundh system has traditionally been managed by the community for the past 70 years or so. It is an example of community participation through a community owned governing system. This already developed social capital can be channelised further

to work on other themes like education, health and other forms of livelihood promotion (primarily off-farm and non-farm).

Replicability: The dong bundh system can be used as a model for communities living on the periphery of Protected Areas in the bhabhar belt of Indian sub-continent. The construction of micro-dams, channelising 'wild' river water as per a systematic plan through canals is almost a century old practice. It has socio-cultural as well as ecological significance. This model demonstrates the capability of the community to mobilise and organise to manage a natural resource by forming committees and sub-committees with autonomy. It reveals that traditional practices of harvesting water are dynamic and work as per the need of the situation and change in the environment and ecology. It shows that economic benefit (irrigation and reduction in disaster) from such a management of natural capital/resource is crucial for the survival of the traditional practice.

Sustainability

The dong bundh is a completely community owned practice being done since pre-Independence time. Over a period of time, it has achieved several remarkable milestones in responding to the water requirement of the people and area. Despite the absence of any substantial support from the State (irrigation, rural development or forest department), the community took it upon itself to deal with the water scarcity. It epitomises the belief that traditional knowledge of the community along with social harmony does not have to wait for state or civil society intervention to make its ends meet. However, their engagement can further augment the process, no doubt. The process/system was initiated by the community long before agency joined to further strengthen it. As enunciated earlier, the economic return from the system has played a vital role in sustaining the system. The legacy of managing the dong bundhs through committees and sub-committees from one generation to the other is amply manifested.

Impact

The dong bundh system is one of its kind indigenously developed, community based intervention which is fulfilling multiple purposes apart from providing irrigation water. It is based on the social capital and minimally dependent on external monetary support. It's an age old traditional practice. The agency (Aaranyak) started work with the community people in mid-2000. It has strengthened the system by intervening in areas like mitigating human wildlife conflict (through electric fencing), plantation of saplings to be used as porcupines, promoting ecotourism, distributing saplings of timber trees to community members (reduce collection of timber from forest), documentation and publication of dong bundh system (published in IUCN, 2014), exposure trips of students, support local NGO partners, enhancement of local knowledge, organising summer school and promoting off-farm and non-farm livelihood activities. However, it can be said that the traditional dong bundh system is community based intervention being managed and controlled by the people themselves. The credit for its performance and sustainability should largely go to the community members.



2.10

**Glimpses of Some Encouraging
Initiatives from
Sansad Adarsh Gram Yojna
(SAGY)**

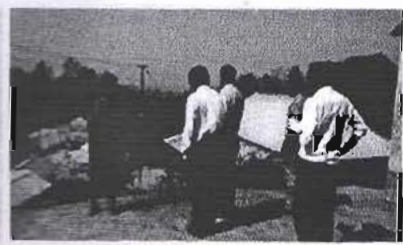
Innovative Drinking Water Supply Initiative, Tripura

Kathalbari Gram Panchayat of Ambassa Rural Development Block, Tripura has been adopted by the Member of Parliament, Shri Jitendra Chaudhury. It is situated on the foothills of Longtharai Hills. Almost every year, safe drinking water has to be supplied through tankers to this habitation during summer. But it was not sufficient for people's daily use. The scarcity was to such an extent that even Mid Day Meal scheme at the local school and Supplementary Nutrition Programme at the Anganwadi centre has been stopped for days together. The community faced acute drinking water crisis. Thus, there was a need for creating and setting up of a permanent safe drinking water source in the habitation.

The Member of Parliament decided to set up permanent drinking water source for the habitation. He initiated discussions with the District Magistrate and Collector along with various other line department officials including the Charge Officer, SAGY, Executive Engineer, Rural Development and PMRDFs on the issue. The team visited the habitation to assess the possibility and feasibility of such an initiative and interacted with the community to seek suggestions for addressing the issue. A preliminary survey was undertaken in the area to identify the most appropriate location from a watershed development approach and a couple of locations were identified. After discussions on the various aspects of costs, water capacity and quality, technical feasibility, distance from the habitation and people's acceptance, one suitable location was finalised. It was decided that a permanent source of drinking water will be created using the lift method. An earthen dam with RCC slab has been planned to be constructed down at the point where the distance between two opposite sides is narrowest and can conserve maximum amount of water.

The cost of this entire project, estimated around ₹ 40 lakh including the construction of check dam has been approved by Rural Development Engineering Department and ₹ 50.63 lakh for construction of water lifting, purification and supply system has been approved by the Department of Water Supply and Sanitation. The construction work has been started in June and water thus conserved in the dam will then be lifted up to a height of 350 ft (altitude of the habitation), with the help of high capacity electrical pump, to a 20,000 litres capacity RCC water reservoir to be constructed in the habitation. The water collected in the reservoir will be treated through mini Iron Removal Plant for making it safe and potable. It will then be distributed through pipeline system to all the households. This will solve the concurrent problem of drinking water shortage on a permanent basis and ensure regular delivery of water services in the village. It is expected that this intervention will result in better health and well-being of the community of Srinibash para, along with added benefits like increased water table in the downstream region.

Name of the MP : Shri Jitendra Chaudhury
Name of the GP : Kathalbari
Name of the Constituency : Tripura East
Name of the District : Dhalai
Name of the State : Tripura



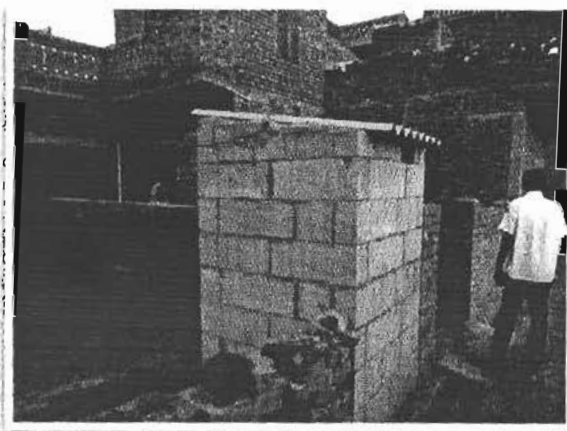
Eco-friendly Toilets

In Khatkar Gram Panchayat, an innovative approach to cost-effective and faster toilet structure has been initiated by District Administration under the leadership of the Member of Parliament. These eco-friendly toilets are being constructed using Aerated Autoclave Concrete (A.A.C) bricks.

These bricks have many advantages. Firstly, as A.A.C. bricks are larger in size than normal baked bricks and are pre-dominantly made of fly ash, they are able to bear their own weight. Therefore, the foundation for the toilet walls does not have to be made very deep. Secondly, these A.A.C. bricks come with a special mortar that contains polymers which gives it an elastic feel. It works to bond brick to brick within a very short time. As a result, structures made through A.A.C. bricks do not need to be watered to cement the bond between mortar and brick. The construction speed increases when compared to normal baked brick constructions. Thirdly; the cost per toilet is ₹ 12,000 only as mandated by the Government scheme's guidelines.

In a much planned way, these toilets were introduced in the village. Firstly, these model toilets were set up in the Mini Secretariat and in the D.R.D.A. office. This helped in the public perception and easy acceptability. After installation of pilot toilets, more than 200 such toilets have been constructed in Khatkar since the pilot project was started.

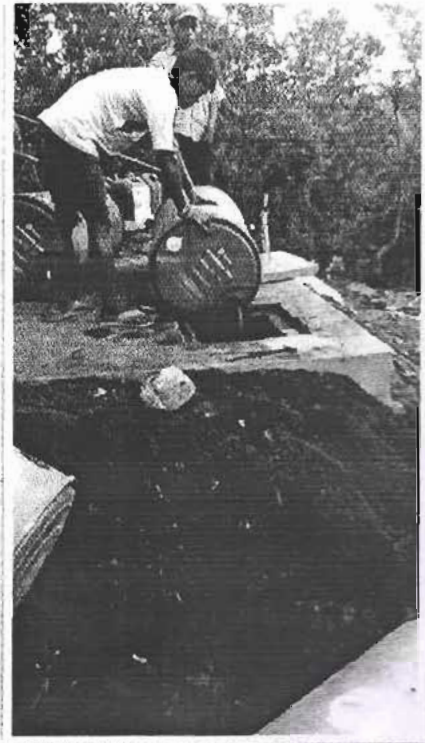
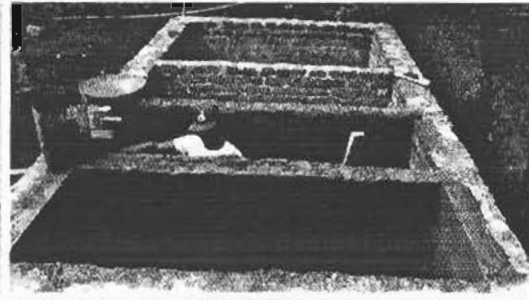
Name of the MP : Shri Chaudhary Birender Singh
Name of the GP : Khatkar
Name of the District : JIND
Name of the State : Haryana



Bio-Digester Toilets for a Clean Village, Nongbah Myrdon

The Member of Parliament Shri K.T.S. Tulsi adopted Gram Panchayat Myrdon Mawtari under the Saansad Adarsh Gram Yojana (SAGY). The MP initiated a programme for popularising innovative rural technologies. Encouraged by the MP, the villagers donated five acres of land free of cost for the construction of a 'Rural Technology and Livelihood Promotion Centre' at Nongbah Myrdon village. The village will be benefited from the technology demonstrations from the Centre. Investments of more than ₹ 9 crore are expected for the Centre. As a beginning, the village was provided with seven Bio-Digester Toilet Tanks, each one catering to 30-40 households. This development initiative is funded under the State Government's Infrastructure Development Initiative, the first one started functioning successfully in the village school.

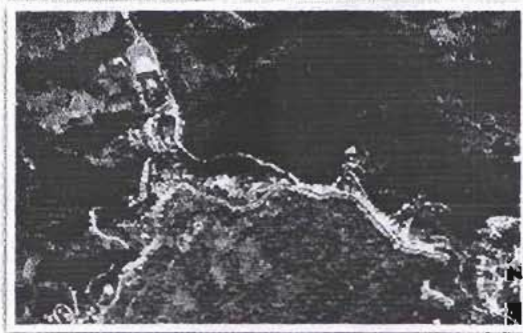
Name of the MP	: Shri K.T.S. Tulsi
Name of the GP	: Myrdon Mawtari
Name of the District	: Ri Bhoi
Name of the State	: Meghalaya



Promotion of Organic Farming, Khawlailung Village

Khawlailung village is adopted by the MP, Shri C.L. Ruala under the Saansad Adarsh Gram Yojana (SAGY). The village is divided into two distinct zones by the Mat river. There are uplands and lowlands in the village. The lowland areas are irrigated by gravity flow. However, due to the lack of assured power supply, the uplands remain unirrigated and there is little cultivation in the uplands. To address the scenario, the MP, Shri C.L. Ruala initiated the process for the installation of a solar powered lift irrigation system in the Gram Panchayat. Through this system, it is expected that more than 100 acres of additional land will be irrigated and brought under cultivation. Considering the good quality of soil, not affected by chemical fertilisers, the MP is encouraging the farmers to stick to organic farming. Plans are also being made to market the produce as "organic" for realising better market prices.

Name of the MP : Shri C.L. Ruala
Name of the GP : Khawlailung
Name of the Constituency : Mizoram
Name of the District : Serchhip
Name of the State : Mizoram



Spring Recharge Programme, Sikkim – Dhara Vikas, Kitam Manpur Gram Panchayat

Kitam Manpur Gram Panchayat lies on the rain shadow area of Darjeeling hills. The mountain springs locally known as Dhara (naula, chashma in other parts) are the natural discharge of groundwater from unconfined aquifers. The rural households access water from these springs, mostly through gravity based piped systems. With increasing population, degrading health of watersheds and impacts of climate change, the lean period discharge of these springs is rapidly declining; as a result, villagers face acute shortage of water from December to May.

The Member of Parliament after adopting this Gram Panchayat decided to launch a unique spring-shed development initiative - "Dhara Vikas" aimed at enhancing the groundwater recharge and subsequent lean period spring discharge. Accordingly, a series of trenches along the contour lines were dug. To prevent soil erosion, horticultural and forestry plantations were undertaken in the barren lands. Small ponds were dug at regular intervals to arrest the flow of water and to facilitate groundwater recharge. Majority of the work was carried out under the MGNREGS.

This intervention has been able to successfully demonstrate the science and practice of reviving dying Himalayan springs in the drought-prone rural areas by conceptualising, implementing and monitoring a new, scientific, groundwater recharge programme using rainwater harvesting - Dhara Vikas (spring-shed development).

Name of the MP : Shri Prem Das Rai
Name of the GP : Kitam Manpur
Name of the District : South District
Name of the Constituency : Sikkim
Name of the State : Sikkim



3

Typical Village Development Plans

3.1

Village Development Plan for Smart Model Village Initiative of Rashtrapati Bhavan



Village - Alipur
Block - Sohna
District - Gurugram



Prepared by

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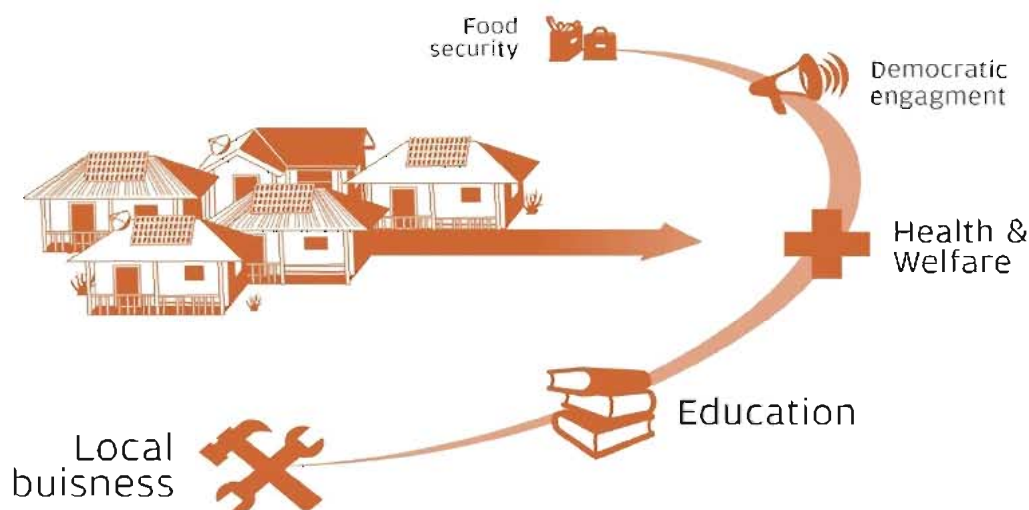
- 1. Smart Model Village : An Initiative of Rashtrapati Bhavan**
- 2. Why Village Development Plan?**
- 3. About the village**
- 4. How to reach the village**
- 5. Village Profile**
- 6. Agriculture Profile**
- 7. Employment Profile**
- 8. Social Issues**
- 9. VDP for Smart Model Village Definition**
- 10. Macro-planning**
- 11. Micro-planning**
 - 11.1 Situation Analysis**
 - 11.2 Suggested Microplan**
- 12. NIFTEM's three tier Skill Dev./EDP programme**
- 13. List of stakeholders**
- 14. Villagers Core Team**

1. Smart Model Village: An Initiative of Rastrapati Bhavan

The Hon'ble President of India, Shri Pranab Mukherjee, has adopted five villages in Haryana to be developed as 'Smart Model Village'. During the thirteenth presidency, a number of initiatives were taken to make Rashtrapati Bhavan Estate a model township. It includes preservation of heritage, introduction of recreational and sports facilities, efficient management of security, water, energy and waste disposal system, improvement of infrastructure and creation of new facilities like sewage treatment plant, studio apartments, residential blocks, a ceremonial hall and an AYUSH wellness clinic. On May 19, 2016 The President of India declared Rashtrapati Bhavan a smart township. To replicate the model of Rashtrapati Bhavan in different villages, Hon'ble President has adopted 05 villages in Haryana state. In every village various components like water, electricity, sanitation and solid waste management, accommodation, E-governance, IT connectivity, protection of flora and fauna, health and education, generating employment, road connectivity and safety & security of residents will be ensured by various agencies. Various government schemes will be the basis to raise the fund for this development work.

2. Why Village Development Plan (VDP)?

The purpose of VDP is to prepare a comprehensive, realistic, and practical blueprint for development of the village into a "smart village". The VDP addresses issues pertaining to the five major development areas viz.- social development, economic development, environment, health, and education in the village. Preparation of VDP would go a long way in ensuring holistic and integrated development of the village.



3. About the Village

Alipur is a large progressive village in Gurugram near Gurugram -Sohna Highway. The village is located close to two major economic hubs Gurugram (18 km) and Sohna (8 km). A modest population of 3300 people lives in this village.

4. How to reach village Alipur?

Alipur is just 1 km from Gurugram-Sohna Road, 08 km from block Sohna and 18 km from district headquarter Gurugram.



5. Village Profile

Alipur is a large progressive village in Gurugram near Gurugram-Sohna Highway. The village is located close to two major economic hubs Gurugram (18 km) and Sohna (8 km). A modest population of 3300 people live in this village. Over twelve percent of this population is children with age 0-6 years. Average Sex Ratio of Alipur village (899 female per 1000 male) is higher than the average (879) in Haryana state. Alipur village has higher literacy rate compared to Haryana. In 2011, literacy rate of Alipur village was 82.21 % compared to 75.55 % of Haryana, where male literacy stands at 92.40 % while female literacy rate was 71.35 %. As per constitution of India and Panchyati Raj Act, Alipur village is administrated by Sarpanch (Head of Village) who is elected representative of village. Village profile of Alipur is as shown in table 1.

Table 1: Village profile

Geographical profile		Occupation	(total work force 878)
Name of the village	Alipur	Agriculture (nos.)	254 (28.0%)
Block	Sohna	Govt. service (nos.)	20 (2.2 %)
District	Gurugram	Private service (nos.)	465 (30.8%)
State	Haryana	Labourer (nos.)	67 (6.2%)
Total village area (in acre)	1450	Marginal	11 (0.3%)
Agricultural land (in acre)	550	Educational Profile	
Out of that residential areas (in acre)	70	Illiterate	17.79 %
Remaining area (as forest) (in acre)	430	Literate	82.21 %
Landless households /Labourers	40-50% belongs to mostly minority class	Male and female literacy ratio	92.4 % (Male) 71.35 % (Female)
Demographical profile		Primary (Upto 5 th class)	2
Total Population of village (nos.)	3500	Middle School (Upto 8 th class)	1 (Girls)
SC Population (nos.)	574	Secondary School(Upto 10 th class)	0
ST Population (nos.)	0	Sr. Secondary (Upto 12 th class)	1 (Boys)
Households		Undergraduate or more	85 (2.5%)
Total households (nos.)	600	Institutions	
Households with agricultural land (nos.)	250	No. of banks	2
Households with buisness (nos.)	14	No. of health centre	1 (defunct)
BPL Households (nos.)	100	No. of SHGs	0
Others		No. of FPOs	0
No. of Tractors	40	No. of schools (integrated)	2
No. of Electric Pumps (irrigation water supply)	20	Training centre (s)	0
Transformer (electricity)	5	Electricity office	1 (defunct)

6. Agricultural Profile

Approximately 400 people are involved in agriculture. Average land holding of families are about 2 acre. Table 2 presents the summary of agricultural profile of the village. The village has potential for other crops also but blue bull is a big hindrance. Farmers have preferences over limited no. of crops only due to their cash value, cost of cultivation and explore of market channels.



The village has great potential for livestock farming. Average milching animals in per household falls in the village between 2-3 cattle for milk production.

The distribution of land holdings is uneven in the village. Out of a total agricultural area of approx 550 acre, only 12 households have more than four acre of land, rest have two acre or less land. Scheduled Caste population of the village have no land for agriculture.

Table 2: Major crops & their cropping pattern

	Area under crop (acre)	Yield (quintal/acre)	Remarks
Wheat	400	16	-Poor yield -Overuse of chemical fertilizer -lack of soil testing/soil health card
Mustard	350	6	
Bajra	380	6	
Jawar	250	NA	

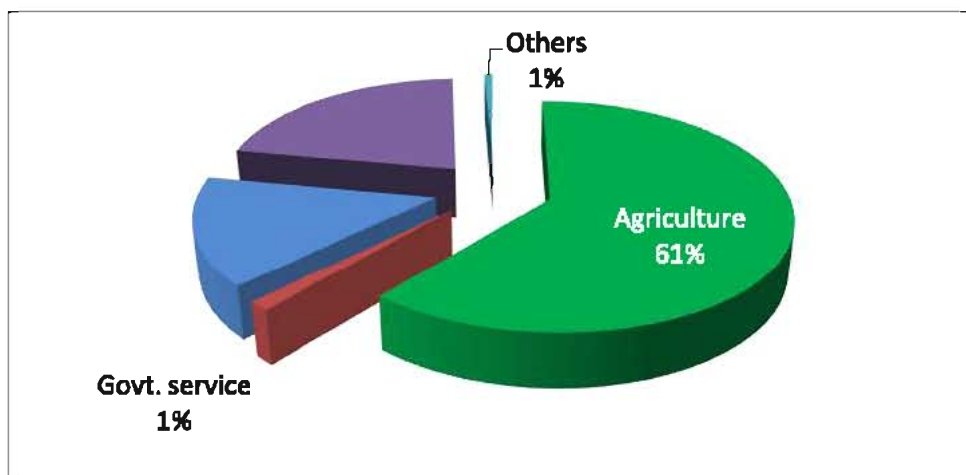
Action Plan

- Team NIFTEM & Krishi Vigya Kendra (KVK) can create awareness among farmers about Good Agricultural Practices (GAP) and Good Harvesting Practices (GHP) through campaign and demonstration
- Analyse the present Cropping pattern and develop strategies for sustainable cropping pattern in the village
- District agriculture office and KVK should ensure soil health card for each and every farmer in the village
- District agriculture office and KVK should promote high yielding variety for major crops such as wheat, mustered, maize, jawar and bazra
- Organic farming method should be promoted in the village with the help of concerned govt. department including private agencies and NGOs such as Niswarth Kadam
- Cash crops should be also promoted in the village
- Livestock farming should be promoted that will provide base for developing dairy based entrepreneurship in the village

7. Employment Profile

The following diagram presents the summary of employment profile of the village. It is clear from the chart that agriculture is one of the most important occupations for the people of Alipur.

Occupational Profile



However, since farming is a seasonal occupation, for majority of landless labourers; this means that they do not get work in certain months of the year. They often migrate to Gurugram or Delhi in search of livelihood. Many farmers also rear cows and buffaloes for milk production and sale as an extra source of income.

8. Social Issues

- Women empowerment
- Alcoholism
- Smoking
- Dowry
- Sanitation
- Hygiene

Action Plan

- Promote education for girls especially higher education
- Motivating women for taking up jobs
- Sensitizing youth about health consequences of smoking and alcoholism
- Counselling session for youth to leave smoking/ alcoholism
- Distribution of pamphlets and wall posters with slogans for dowry free village
- Carry out cleanliness drives
- Compiegne for creating awareness about hygiene and sanitation with the help of CMO of the nearest Govt. Hospital

9. VDP for Smart Model Village Definition

The VDP for Smart Model Village will aim to make it a village where:

- a) Every household has access to basic amenities like water, electricity, fuel for cooking etc.
- b) Adequate social infrastructure in terms of health care centres, schools, recreation facilities and adequate safety and security and care of residents (especially women, children and elderly);
- c) Improved governance and service delivery through use of e-governance, IT connectivity and digitization;
- d) Sufficient employment opportunities within or in nearby villages;
- e) Flora and fauna are protected and natural resources are conserved and
- f) Robust, disaster resilient housing.
- g) There is greater liveability and high quality of life.

A Model Smart Village would thus have the required basic physical and social infrastructure, a layer of smart information and communication technologies embedded in the infrastructure to improve governance and delivery of services, employment and economic opportunities and a clean and sustainable environment.

10. Macro Planning

Followings are the top five and the most urgent work required in the village:

- Primary Health Center (PHC)
- Replacement of Drinking Water supply pipe line
- Water sewage line
- Veterinary hospital
- Replacement of old electric wires

In terms of skill and entrepreneurship, the village has following potential areas for promoting entrepreneurship.

- Milk Production and processing
- Cold chain for fresh fruits and vegetables
- Bee keeping
- Oil extraction from mustard
- Bakery products processing
- Livestock rearing for meat

- Organic farming

11. Microplanning

Micro planning means planning for smallest units in order to incorporate to the highest possible needs and insights of the all individuals and communities in the planning. Particularly in the context of village development, micro planning facilitates participation of different communities in village. Micro planning provides opportunity to every-one in designing the development plan and meeting requirements in the part of village development. Situation analysis is an important part of microplanning process. After that microplan is suggested for the village.

11.1 Situation Analysis

11.1.1 Roads

Roads represent a key infrastructure in the form of facilitating connectivity of persons and goods and services to important institutions and markets. Most of the roads are brick roads and often requires soil filling. The roads in this village require immediate attention.

Action Plan

- Sarpunch should prepare road development plan for new roads in the village and submit to BDO/DRDA
- Roads should be upgraded/repaired/widen under MGNREGA

11.1.2 Health

Health is a very important component of human development. For healthy and productive life of villagers hospitals plays an important role. Unfortunately, there is only one primary health centre/community health center in the village. Following table summarise the current status of required health infrastructure. Most people have to go to Sohna or Badsahpur for medical requirements.

Following table 3 summarise the current status and required health infrastructure in the village.

Table 3: Current health Infrastructure

	Availability	Required
Primary Health Centre (PHC)	Available but defunct	Yes
Community Health Centres (CHC)	Not available	Yes
Veterinary Hospital	Available	No

Action Plan

- **Application to State/District concerned health department should be given by Sarpanch requesting the urgent need for PHC & Veterinary Hospital**
- **Special health camps should be organized to check the health status of women, children and elders.**
- **Ayush wellness center at Rashtrapati Bhavan may take initiative to bridge the gap of non-availability / non-functioning of the PHCs.**
- **Regular check of water quality should be promoted by identifying the right agency/department concerned.**
- **For safe drinking water the concept of Water ATM should be implemented in the village.**
- **Water treatment system should be placed in the village.**

11.1.3 Education

The village has about 82% literacy rate. Alipur has two Schools one middle school for girls and the other one is a Sr. Secondary School for boys which works against all odd to develop the young generation into responsible citizens.



Figure 1: Air view of the Sr. Secondary school of Alipur

Table 4: Current status of infrastructure of education

	Number	Required
Anganwadi/Balwadi	1	No
Primary school	2	No
Middle School	1 (Girls)	Needs to be upgraded to
Secondary/Sr. School	1 (Boys)	No
Degree College	0	Yes
Vocational training institute	0	Yes

Schools are over populated because students of five adjacent villages come to study in these Middle and Sr. Secondary School. Source: based upon discussion with village panch.

11.1.4 Environment & Renewable Energy

The village is situated adjacent to Aravali range which adds a potential of eco-tourism to the village (Figure 2) . So far the hilly terrain of the village did not get any attention in terms of forest conservation. Farm forestry / social forestry/ community tree-planting should be promoted in the village.

Action Plan

- Farm forestry / social forestry/ community tree-planting should be promoted in the village.
- Road side trees should be planted
- The KVKs and concerned Govt. department promoting such schemes should be contacted to bring their schemes in the village.
- State/District Horticulture Department (including National Horticulture Mission) and NGOs like Niswarth Kadam (under Environment & Renewable Energy) should be engaged in safeguarding the village environment protection – like planting of trees in Schools/Panchyats & other public Places in the village.
- Construction /maintenance of water bodies like ponds.



Figure 2: Panoramic view of Aravali Hills in Alipur

Power supply in the village is inadequate. Daily power supply in the village is only for 10 -11 hr. Also the voltage fluctuation is damaging for the home appliances. The local office for electricity billing has to be revamped. The village has no gobar gas plant /solar based lighting system. Since the village has inadequate power supply, promotion of solar plant will be a great help. Also a solar booster system for pumping drinking water is demand of the villagers.

Action Plan

- Create awareness among villagers about benefits of solar energy and gobar gas plants.
- The state/district renewable promotion departments should be contacted to implement their projects.
- Expert agencies like INA Energy Pvt. Ltd (under Environment & Renewable Energy) should be engaged for promoting renewable energy Initiatives in the village such as - street solar lighting, solar irrigation pumps, solar water heater systems etc.

11.1.5 Hygiene and Sanitation

The Hygiene and sanitation status in the village is very poor. There is no disposal yard for garbage and being pathetic further also the village requires adequate number of dustbins. The situation is worsening due to lack of drainage system. During rainy season many places face stagnant dirty water.



Figure 3: Poor Sanitation in Alipur village

Action Plan

- **Building sanitary latrines for 50 -60 families.**
- **Sewer lines to be made.**
- **Waste collection and garbage recycling**
- **Swatchata Abhiyan may be initiated in the village for the awareness of villagers**
- **Personal hygiene and basic sanitation awareness may be created among villagers with the help of NIFTEM VAP team and local NGOs**
- **Distribution of pamphlets on basic hygiene and sanitation**
- **School children may be sensitizing through lecture/quiz /competition etc.**
- **Dustbins are required to be arranged and placed at important locations such as school and community houses.**
- **A panchayat member may be nominated by Sarpanch especially devoted to supervising the progress on hygiene /sanitation.**

11.1.6 Youth

Although the village youth is educated but many of them were found dropped from schooling after 10th or 12th and now looking after agriculture or searching job. Many of the youth has to take odd jobs or take driving as profession. However, many of them do not get enough remuneration and moreover these jobs have no stability. They need proper counselling and guidance for their bright future.

Action Plan

- **Counselling session should be organized to guide the village youth**
- **Youth may be mobilize for starting entrepreneurial activities based on their interest**

11.2 Suggested Microplan

In the micro planning process there are some key activities such as organizing the Panchayat members and other group's leaders for identifying and prioritize the problems, analyzing the causes , identifying the solutions, preparing the plans and budget allocation, fixing the responsibilities getting approval from the Gram Sabha and submitting to the line departments.

The special gram sabha was organized on 04 July 2016 in the village. The sarpanch and village members have submitted list of problems to concerned officials. The list of problems was further discussed with invited panchayat members at NIFTEM on 08.07.2016 and microplanning exercise was conducted. The following table summarise the result of microplanning.



Figure 4: Special gram sabha in village Alipur



Figure 5: Special meeting with invited panchayat members at NIFTEM

Table 5: Microplanning for Village Development Plan – Alipur

S. No.	Name of Work*	How? (Strategy)	Line Department / Agency/Institution	Completion Timeline*	Priority
1	Primary Health Center (PHC) to be reinstated	Application to responsible Govt. agency/Officer through Sarpanch	State /District Health Department/AIIMS	1 year	Most urgent
2	Drainage system or sewer line	Application to responsible Govt. agency/Officer through Sarpanch	State/ district PWD/NBCC	1 year	Most urgent
3	Drinking Water supply pipe line because existing water supply is of hard water	Application to responsible Govt. agency/Officer through Sarpanch	State/District Water Supply Department	3 months	Most Urgent
4	e-sevakendra to be established	Gram Panchayat/BDO/DRDA	NIFTEM as knowledge partner	3 months	Most Urgent
5	Skill Development/ Entrepreneurship Development	NSDC/NIFTEM with Local Administration	NSDC & NIFTEM	6 months	Urgent
6	Swatch Bharat Abhiyan	NIFTEM with local NGO and relevant State Govt. Agency	BDO & Local NGO	6 months	Urgent
7	Soil Health Card Scheme	NIFTEM with local NGO and relevant State Govt. Agency	Agriculture Officer & Local NGO	6 months	Urgent

8	Women Empowerment (Beti Bachhao Beti Padhao)	NIFTEM with local NGO and relevant State Govt. Agency	Mahila aur Bal Vikas Vibhag of State Govt. & Local NGO	6 months	Urgent
9	Digital India Initiative	NIFTEM with local NGO and relevant State Govt. Agency	District NIC unit & Local NGO	6 months	Urgent
10	Awareness programme on Alcohol and Drug Prevention	NIFTEM with local NGO and relevant State Govt. Agency	Relevant State Agency & Local NGO	6 months	Urgent
11	Construction of connecting pakki road inside the village	Application to responsible Govt. agency/Officer through Sarpanch	State/District Veterinary Department	6 months	Urgent
12	Revamping the electricity billing centre. Replacement of old electric wires	Gram Panchayat /BDO/DRDA	Block Development Office/ REC	3 months	Urgent
13	Construction of Samudaaik Kendra (Community Centre) /Village Secretariat	Application to responsible Govt. agency /Officer through Sarpanch	State /District Electricity Department/SPA	4 months	Urgent
14	Village library /Gyan Kendra	Gram Panchayat/BDO/DRDA	Block Development Office/DRDA, NIFTEM as knowledge partner	6 months	Urgent
15	Common Service Center (CSC)	Application to responsible Govt. agency /Officer through Sarpanch	NABARD/BDO/Digital Literacy Mission/E-governance based org./BDO/NBCC/SPA	6 months	Urgent
16	Career Counselling Centre to be established	Gram Panchayat/BDO/DRDA	BDO/DRDA, NIFTEM can be knowledge partner	5 months	Urgent
17	Renewable Energy Initiatives- Solar and Bio-gas plant (Street Lighting,	Awareness Building+Promotion with Subsidy	Tata Power Delhi Distribution Limited/State Renewable	6 months	Not urgent But important

	Solar Irrigation Pumps, Solar Water Heater Systems)		Agency/Niswarth Kadam/INA Energy Pvt. Ltd/BDO		
18	Tree Cover in Schools/Panchyats & other Public Places in villages	Gram Panchayat/ BDO/DRDA/ Niswarth Kadam	Niswarth Kadam	6 months	Not urgent But important

*Obtained from village Sarpanch **From the date of implementation ***District Rural Development Agency (DRDA)

12. NIFTEM’s Three-tier Skill Development Plan for empowering farmers/rural youth by Skill Development/EDP- Resulting in farmers & rural youth becoming Micro Entrepreneur in Food Processing Sector

The 3 tier skill Development plan has following objectives:

- 1 To popularize food processing technology and its role in value addition farmer's produce.**
- 2 To motivate and train the farmers and rural youth for setting up micro enterprises by forming SHG or corporative societies or farmers producers organization or individual enterprise.**
- 3 To link the qualitative raw material/backward linkage from farmgate to food processing establishment and its end users (forward linkage). In other words linkage from Farm to Fork will be established in the areas taken up.**
- 4 To increase the income of the farmers by getting best selling prices of the produce.**

Action plan for Training & Entrepreneurship Development for Farmers & Rural Youth will be as follows:

Table 6: Action Plan for EDP

Steps	Activities
Step - 1	Conducting Outreach/Awareness programme (01 day), highlighting the need of food processing industries in the value addition of farmers (100 Nos.) in village followed by One week Training program with 50 participants. Selected from the Awareness programme
Step – 2	Organizing 3week EDP on food processing, selecting 10 participants from each One week training programme (mentioned in step 1) followed by one weeks Industrial connect.
Step - 3*	Making successful participants Entrepreneur or employable through 4 months hand holding or employable in the industry after the training.

* During handholding, budding entrepreneurs will be exposed to technique of a) Decision making for products to be produced based on the local raw materials, b) Preparation of DPR, c) Materials procurement & production, d) Schemes of banks and Mudra banks, e) Registration with DIC & FSSAI, f) Recent development in packaging technology, g) Testing of Products on the parameters according to FSSAI, h) Forward marketing linkages techniques and training on the job so that a group of rural youths can go and identify local markets for selling and procure the raw materials by the same team.

To make the programme successful it is imperative to involve KVKs and Agriculture Universities and Central Universities where food technology are taught. These Institutes/Universities will facilitate in catalyse the process of entrepreneurship with technical inputs from their renowned scientists/resource persons. NIFTEM will also network with the Mudra bank, MSME schemes & NSDC, etc. to smoothen the process of finance to the budding entrepreneurs.

13. List of Stakeholders

The various stake holders are:

- NIFTEM
- NSDC
- IIT, Delhi
- SPA
- NDRI Karnal
- INA Energy Pvt Ltd
- Niswarth Kadam
- NGOs /CBOs
- Corporates (under CSR)

14. Villager’s Core Team

Name	Designation	Contact No.
Mr. Manoj	Husband of Sarpanch Mrs. Mamta	09899105551
Mr. Kumar	Panchayat Secretary	09971246888
Mr. Rajnarayan	Husband of Panch Mayadevi	



3.2

Village Development Plan for Smart Model Village Initiative of Rashtrapati Bhavan



**Village –Rojka Meo
Block - Nuh
District -Mewat**



Prepared by

**National Institute of Food Technology Entrepreneurship and Management
(NIFTEM)**

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July 2016

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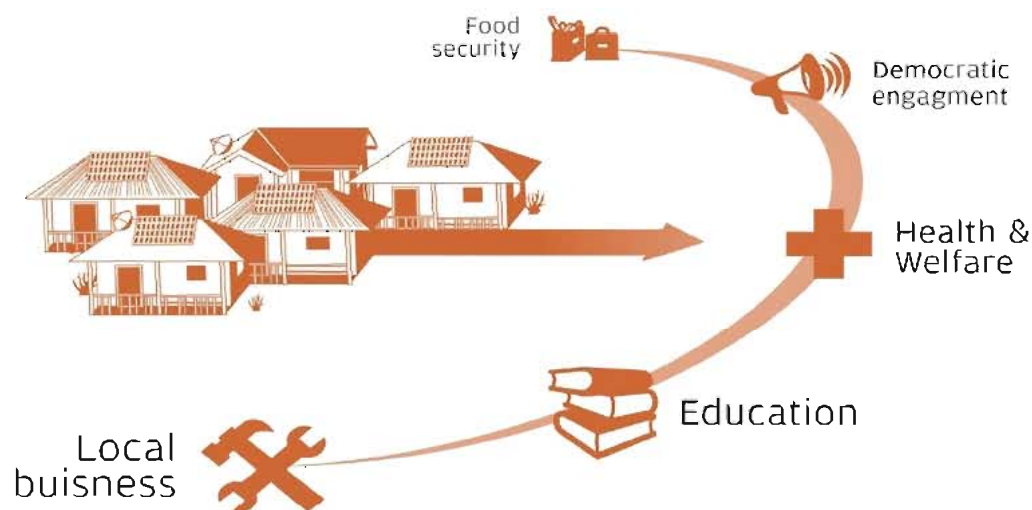
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- 2. Why Village Development Plan?**
- 3. About the village**
- 4. How to reach the village**
- 5. Village Profile**
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1. Smart Model Village: An Initiative of Rastrapati Bhavan

The Hon'ble President of India, Shri Pranab Mukherjee, has adopted five villages in Haryana to be developed as 'Smart Model Village'. During the thirteenth presidency, a number of initiatives were taken to make Rashtrapati Bhavan Estate a model township. It includes preservation of heritage, introduction of recreational and sports facilities, efficient management of security, water, energy and waste disposal system, improvement of infrastructure and creation of new facilities like sewage treatment plant, studio apartments, residential blocks, a ceremonial hall and an AYUSH wellness clinic. On May 19, 2016 The President of India declared Rashtrapati Bhavan a smart township. To replicate the model of Rashtrapati Bhavan in different villages, Hon'ble President has adopted 05 villages in Haryana state. In every village various components like water, electricity, sanitation and solid waste management, accommodation, E-governance, IT connectivity, protection of flora and fauna, health and education, generating employment, road connectivity and safety & security of residents will be ensured by various agencies. Various government schemes will be the basis to raise the fund for this development work.

2. Why Village Development Plan (VDP)?

The purpose of VDP is to prepare a comprehensive, realistic, and practical blueprint for development of the village into a "smart village". The VDP addresses issues in the five major development areas of- social development, economic development, environment, health, and education in the village. Preparation of VDP would go a long way in ensuring holistic and integrated development of the village.



3. About the village

Rojka Meo is a small village with an area of 432 hectares spread along Arswali mountain range. The current population roughly estimated 3935, living in approx 617 households. The village has a Muslim majority. There is no agricultural land available in the village. Barota (2 KM) , Atta (2 KM) , Udaka (3 KM) , Dhulawat (5 KM) , Rewasan (5 KM) are the nearby Villages to Rojka. Rojka is surrounded by Nuh Tehsil towards South , Mewat Tehsil towards South , Hathin Tehsil towards South , Gurugram Tehsil towards North . Sohna , Gurugram , Palwal , Faridabad are the nearby Cities to Rojka. This Place is in the border of the Mewat District and Palwal District.

4. How to reach village Rojka?

Rojka is a Village in Nuh Tehsil in Mewat District of Haryana State, India. It belongs to Gurgugram Division . It is located 15 KM towards North from District head quarters Nuh. 15 KM from Nuh. 328 KM from State capital Chandigarh. This Place is in the border of the Mewat District and Palwal District. There is no railway station near to Rojka in less than 10 km. However Faridabad Rail Way Station is major railway station 37 KM near to Rojka.



5. Village Profile

Rojka Meo is a small village with an area of 432 hectares spread along Arawali mountain range. The current population roughly estimated 3935, living in approx 617 households. The village has a muslim majority. There is no agricultural land available in the village. Table 1 summarise the village profile of Rojka Meo in terms of facts and findings:

Table 1: Village profile

Geographical profile		Occupation	
Total village area (in hectares)	432	Agriculture	NIL
Out of that Agricultural land (in acre)	NIL	Govt. service	NIL
Total households (nos.)	617	Private service	NIL
Landless households	NIL	Labourer	5%
Demographical profile		Retired	01
Total Population of village (nos.)	3935	Educational Profile	
Muslim Population (nos.)	3886	Literacy Rate	15 %
SC Population (nos.)	49		
BPL population (nos.)	250		
		Institutions	
Others		No. of banks	0
Rail Connectivity	NO	No. of health centre	0
Govt. Bus	NO	No. of SHGs	0
Pvt. Bus	NO	No. of FPOs	0
Taxi/ Tempo	Yes	No. of schools (integrated)	1
Gram Panchayat Building	Yes	Training centre (s)	0
Electricity	7-8 Hours	Electricity office	0

6. Agriculture Profile

The village has no land available for agriculture purpose. The village has great potential for livestock farming. Each household in the village has 2-3 goats for milk production. Some people are having large number of cattle and selling the milk to market. There is also huge potential for promoting entrepreneurship in dairy processing and value addition.

7. Employment Profile

Though surrounded by a large number of industries, the employment in the village is very poor. The industries do not offer the jobs to the villagers. Many of the villagers use to go for daily wage work at Sohna and Nooh. Some villagers are running their autos or some shops in the village.

8. Social Issues

The village is facing some social issues like Alcoholism, Sanitation and Hygiene, unemployment, no higher education etc.

9. VDP for Smart Model Village Definition

The VDP for Smart Model Village will aim to make it a village where:

- a) Every household has access to basic amenities like water, electricity, fuel for cooking etc.
- b) Adequate social infrastructure in terms of health care centres, schools, recreation facilities and adequate safety and security and care of residents (especially women, children and elderly);
- c) Improved governance and service delivery through use of e-governance, IT connectivity and digitization;
- d) Sufficient employment opportunities within or in nearby villages;
- e) Flora and fauna are protected and natural resources are conserved and
- f) Robust, disaster resilient housing.
- g) There is greater liveability and high quality of life.

A Model Smart Village would thus have the required basic physical and social infrastructure, a layer of smart information and communication technologies embedded in the infrastructure to improve governance and delivery of services, employment and economic opportunities and a clean and sustainable environment.

10. Macro planning

Followings are the top five and the most urgent work required in the village:

- Primary Health Center (PHC)
- Replacement of Drinking Water supply pipe line
- Water sewage line
- Veterinary hospital
- Replacement of old electric wires

In terms of skill and entrepreneurship, the village has following potential areas for promoting entrepreneurship.

- Milk Production and processing
- Cold chain for fresh fruits and vegetables
- Bee keeping
- Oil extraction from mustard
- Bakery products processing
- Livestock rearing for meat

11. Microplanning

Micro planning means planning for smallest units in order to incorporate to the highest possible needs and insights of the all individuals and communities in the planning. Particularly in the context of village development, micro planning facilitates participation of different communities in village. Micro planning provides opportunity to every-one in designing the development plan and meeting requirements in the part of village development. Situation analysis is an important part of microplanning process. After that microplan is suggested for the village.

11.1 Situation Analysis

11.1.1 Roads

Road represent a key infrastructure in the form of facilitating connectivity of persons and goods and services to important institutions and markets. Following table presents current status of roads in the village and required number of roads.

Table 2: Road status in the village

Particulars	Type (Kachhi/Pakki)
Number of existing roads in village	13 Pakki but damaged
New roads needed 1) Rojka to Kavarsika 2) Rojka to Mahrola	02 Pakki
Up gradation/ Repair/ Widening of Existing Roads	Almost all

Action Plan

- Sarpanch should prepare road development plan for new roads in the village and submit to BDO/DRDA
- Roads should be upgraded/repared/widen under MGNREGA

11.1.2 Health

Health is a very important component of human development. For healthy and productive life of villagers hospitals plays an important role. Unfortunately, there is no primary health centre/community health center in the village. Following table 3 summarise the current status and required health infrastructure in the village.

Table 3: Current health infrastructure

	Availability	Required
Primary Health Centre (PHC)	Not available	Yes
Community Health Centres (CHC)	Not available	Yes
Veterinary Hospital	Not available	Yes

Action Plan

- Application to State/District concerned health department should be given by Sarpanch requesting the urgent need for PHC & Veterinary Hospital
- Special health camps should be organized to check the health status of women, children and oldage peoples.
- Ayush wellness center at Rashtrapati Bhavan may take initiative to bridge the gap of non-availability / non-functioning of the PHC's.
- Regular check of water quality should be promoted by identifying the right agency/department concerned.
- For safe drinking water the concept of Water ATM should be implemented in the village.
- Water treatment system should be placed in the village.

11.1.3 Education

The village has about 48-50% literacy rate. It has only one school as Junior High School. That is insufficient for all the children of the village. A separate girls' school is urgently required in the village. Table 4 provides status of schools/college in the village. There are about 730 students enrolled in the school.



Junior High school, Rojka

Table 4: Current status of School and other educational centers

	Number	Required
Anganwadi/Balwadi	4	No
Primary school	1	No
Middle School	1	No
Secondary/Sr. School	0	Yes
Degree College	0	Yes
Vocational training institute	0	Yes

Action Plan

- Application should be given to state/district concerned education department to fill the vacant teaching positions
- A separate girls school may be requested to the authorities
- Quality of education should be regularly checked and necessary action should be taken to improve.
- Vocation training centre should be open to provide training to youth and women

11.1.4 Environment & Renewable Energy

1. The village has limited number of trees and plants. Hence in order to green the village and improve the environmental status there is an urgent need to take necessary action.

Action Plan

- Farm forestry / social forestry/ community tree-planting should be promoted in the village.
- Road side trees should be planted
- The KVKs and concerned Govt. department promoting such schemes should be contacted to bring their schemes in the village.
- State/District Horticulture Department (including National Horticulture Mission) and NGOs like Niswarth Kadam (under Environment & Renewable Energy) should be engaged in safeguarding the village environment protection – like planting of trees in Schools/Panchyats & other public Places in the village.
- Construction /maintenance of water bodies like ponds.

2. The village has no gobar gas plant /solar based lighting system. Since the village receives on average 7-8 hrs electricity in a day, promotion of solar plant may be a great initiative to improve the situation.

Action Plan

- Create awareness among villagers about benefits of solar energy and gobar gas plants.
- The state/district renewable promotion department and agency should be contacted to implement their projects.
- Expert agencies like INA Energy Pvt. Ltd (under Environment & Renewable Energy) should be engaged for promoting renewable energy Initiatives in the village such as - street solar lighting, solar irrigation pumps, solar water heater systems etc.

11.1.5 Hygiene and Sanitation

The Hygiene and sanitation status in the village is very poor as can be seen in the given pictures below. There is no proper place to dispose the garbage and also lack of dustbins at important locations.

Action Plan

- Swatchata Abhiyan may be initiated in the village for the awareness of villagers
- Personal hygiene and basic sanitation awareness may be created among villagers with the help of NIFTEM VAP team and local NGOs
- Distribution of pamphlets on basic hygiene and sanitation
- School children may be sensitized through lecture/quiz /competition etc.
- Dustbins are required to be arranged and placed at important locations such as school and community houses.
- A panchayat member may be nominated by Sarpanch specially devoted to supervising the progress on hygiene /sanitation.
- Building sanitary latrines, waste collection and garbage recycling should be systemized.

11.1.6 Youth

Although the village youth (18-35 years of age) is educated but many of them were found dropped schooling after 10th or 12th and now searching for job. They need proper counselling and guidance for their bright future.

Action Plan

- Counselling session should be organized to guide the village youth
- Youth may be mobilized for starting entrepreneurial activities based on their interest



Special gram sabha in village Rojka Meo



Special meeting with invited panchayat members at NIFTEM

Table 7: Microplanning for Village Development Plan – Rojka Meo

S. No.	Name of Work*	How? (Strategy)	Line Department / Agency/Institution	Completion Timeline*	Priority
1	Primary Health Center (PHC)	Application to responsible Govt. agency/Officer through Sarpanch Gram Panchayat/BDO/DRDA	State /District Health Department/AIIMS	1 year	Most urgent
2	Water sewage line		BDO/DRDA	1 year	Most urgent
3	Drinking Water Pipe Line	Application to responsible Govt. Agency/Officer through Sarpanch	State Jal Board	6 Months	Most urgent
4	High School (boys and girls both)	Application to responsible Govt. Agency/Officer through Sarpanch	State education department	1 year	Most urgent
5	Proper Supply of Electricity	Application to responsible Govt. Agency/Officer through Sarpanch	State Electricity Board/RBC	6 Months	Most urgent
6	Skill Development/ Entrepreneurship Development	NSDC/NIFTEM with Local Administration	NSDC & NIFTEM	6 months	Urgent
7	Swatch Bharat Abhiyan	NIFTEM with local NGO and relevant State Govt. Agency	BDO & Local NGO with NIFTEM	6 months	Urgent
8	Soil Health Card Scheme	NIFTEM with local NGO and relevant State Govt. Agency	Agriculture Officer & Local NGO with NIFTEM	6 months	Urgent
9	Women Empowerment (Beti Bachao Beti Padhao)	NIFTEM with local NGO and relevant State Govt. Agency	Mahila aur Bal Vikas Vibhag of State Govt. & Local NGO	6 months	Urgent
10	Digital India Initiative	NIFTEM with local NGO and relevant State Govt. Agency	District NIC unit & Local NGO	6 months	Urgent
11	Awareness programme on Alcohol and Drug Prevention	NIFTEM with local NGO and relevant State Govt. Agency	Relevant State Agency & Local NGO	6 months	Urgent
12	Veterinary hospital	Application to responsible Govt. agency/Officer through Sarpanch	State/District Veterinary Department	1 year	Urgent
13	Establishment of training centres	Application to responsible Govt. Agency/Officer through Sarpanch	State skill development department	1 year	Urgent
14	Construction of concrete roads in village	Gram Panchayat/BDO/DRDA	Block Development Office & PWD	6 months	Urgent



15	Place for Burial Ground	Gram Panchayat/BDO	Block Development Office	8 months	Urgent
16	Constroction of Samudaaik Kendra (Community Centre) /Village Secretariat	Gram Panchayat/BDO	Block Development Office/NBCC	8 months	Urgent
17	Village library /Gyan Kendra	Gram Panchayat/BDO/DRDA	NIFTEM as knowledge partner	3 months	Urgent
18	Computer centre	Application to responsible Govt. agency /Officer through Sarpanch	NABARD/BDO/Digital Literacy Mission/E-governance based org./BDO/IIT	6 months	Urgent
19	Common Service Center (CSC)	Gram Panchayat/BDO/DRDA	BDO/DRDA/SPA/IIT	6 months	urgent
20	Construction of buildings for Anaganwadis	Gram Panchayat/BDO	Block Development Office/NBCC	8 months	Urgent
21	Renewable Energy Initiatives- Solar and Bio-gas plant (Street Lighting, Solar Irrigation Pumps, Solar Water Heater Systems)	Awareness Building+Promotion with Subsidy	Tata Power Delhi Distribution Limited/ State Renewable Agency/BDO	6 months	Not urgent But important
22	Tree Cover in Schools/Panchayats & other Public Places in villages	Gram Panchayat/ BDO/DRDA/ Niswarth Kadam	Niswarth Kadam	6 months	Not urgent But important

*Obtained from village Sarpanch

**From the date of implementation

***District Rural Development Agency (DRDA)

12. NIFTEM's Three-tier Skill Development Plan for empowering farmers/rural youth by Skill Development/EDP- Resulting in farmers & rural youth becoming Micro Entrepreneur in Food Processing Sector

The village has following potential areas for promoting entrepreneurship in food processing.

- Dairy farming
- Bee keeping
- Bakery
- Chips making

NIFTEM can take initiative to identify the potential entrepreneurs in the village and facilitate in establishing their liked microenterprises through mobilization, training and other supports. NIFTEM Proposes to have a 3 tier training for villagers with following objectives:

- To popularize food processing technology and its role in value addition farmer's produce.
- To motivate and train the farmers and rural youth for setting up micro enterprises by forming SHG or corporative societies or farmers producers organization or individual enterprise.
- To link the qualitative raw material/backward linkage from farmgate to food processing establishment and its end users (forward linkage). In other words linkage from Farm to Fork will be established in the areas taken up.
- To increase the income of the farmers by getting best selling prices of the produce and training on the job so that a group of rural youths can go and identify local markets for selling and procure the raw materials by the same team.
- To make the programme successful it is imperative to involve KVKs and Agriculture Universities and Central Universities where food technology are taught. These Institutes/Universities will facilitate in catalyse the process of entrepreneurship with technical inputs from their renowned scientists/resource persons. NIFTEM will also network with the Mudra bank, MSME schemes & NSDC, etc. to smoothen the process of finance to the budding entrepreneurs.

Modalities of Implementation:-

Action plan For Training & Entrepreneurship Development for Farmers & Rural Youth will be as follows:-

Steps	Activities
Step - 1	Conducting Outreach/Awareness programme (01 day), highlighting the need of food processing industries in the value addition of farmers (100 Nos.) in village followed by One week Training program with 50 participants. Selected from the Awareness programme
Step - 2	Organizing 3week EDP on food processing, selecting 10 participants from each One week training programme (mentioned in step 1) followed by one weeks Industrial connect.
Step - 3*	Making successful participants Entrepreneur or employable through 4 months hand holding or employable in the industry after the training.

* During handholding, budding entrepreneurs will be exposed to technique of a) Decision making for products to be produced based on the local raw materials, b) Preparation of DPR, c) Materials procurement & production, d) Schemes of banks and Mudra banks, e) Registration with DIC & FSSAI, f) Recent development in packaging technology, g) Testing of Products on the parameters according to FSSAI, h) Forward marketing linkages techniques

13. List of stake holders

The stake holders for this village development programme are as follows:

1. NIFTEM
2. NSDC
3. IIT, Delhi
4. SPA
5. NDRI Karnal
6. INA Energy Pvt Ltd
7. Niswarth Kadam
8. Gram Panchayat
9. Block Development Office
10. District Rural Development Agency (DRDA)
11. Electricity Board
12. Jal Board
13. Public Works Department
14. Education Department

14. Villager's Core Team

Name	Designation /Occupation	Contact No.
Smt. Khatuni	Sarpanch	09812023848
Mr. Deen Muhammad	Villager	9050661786
Mr. Deen Muhammad	Patwari	9812023848
Mr. Munnalal Yadav	HPPI Foundation	8890044664
Mr. Satyanarayan	Panchayat Secretary	9466397263

Appendix

Salient Reference Sources

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[<http://www.undp.org/content/dam/india/docs/DG/preparation-of-manual-for-planning-integrated-village-development.pdf>]
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- 3. Saansad Adarsh Gram Yojana : Sankalan – Initiatives in SAGY Gram Panchayats**
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- 5. National Workshop on Good Practices in Rural Development Sector – Compendium of Entries**
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