Panchayati Raj Institution Members Training – A Review of Maharashtra
Review of Training Program of PRI Members in Maharashtra

Shodhana Consultancy - Pune
# CHAPTERIZATION

<table>
<thead>
<tr>
<th>TITLE</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>3 – 7</td>
</tr>
<tr>
<td>Methodology</td>
<td>8</td>
</tr>
<tr>
<td>Government of Maharashtra Effort</td>
<td>9 – 13</td>
</tr>
<tr>
<td>Stepwise Appraisal of PRI Training Under Sap</td>
<td>15 – 17</td>
</tr>
<tr>
<td>Training Programme for Z.P. Members And Non-Officials Under State Action Plan (SAP)</td>
<td>18</td>
</tr>
<tr>
<td>Training of Trainers For Z.P. Members And Non-Officials Under State Action Plan</td>
<td>19</td>
</tr>
<tr>
<td>Review of Kerala LSGI</td>
<td>20 – 21</td>
</tr>
<tr>
<td>Capacity Building of PRI Through Hand Holding Support– An Alternate Approach</td>
<td>22 – 26</td>
</tr>
<tr>
<td>Recommendations</td>
<td>27 – 28</td>
</tr>
<tr>
<td>Conclusion:</td>
<td>29 – 30</td>
</tr>
<tr>
<td>Annexure</td>
<td>31 – 75</td>
</tr>
</tbody>
</table>
Introduction:
The Panchayati Raj model in India supports the world's biggest endeavor in grassroots governance taking place in India. The 73rd Constitutional Amendment, adopted in 1992, established a solid legal base for participation of the rural poor in local (district, sub-district and village level) government institutions. Some 238000 Panchayats representing about 600000 villages have been constituted and about three million rural people, a third of whom, by law have to be women, elected to Panchayat bodies. The training needs of over three million elected Panchayat members, the majority of them being semi- or even non-literate and unprepared for the responsibility of local governance, pose great challenge in the endeavor of decentralized Governance. In Maharashtra, there are all together 308831 members of PRI. Both the Government of India as well as Maharashtra has recognized the need for training of these Panchayat members for capacity building on participatory local development. Preparing the Panchayat members, especially the women among them, for their new roles as local decision-makers, calls for education and training on a massive scale, for which appropriate tailor made training content, methods and tools are needed. As a first step, there is a need to provide education and training to impart self-confidence to those who have been socially marginalized on caste, ethnic and gender considerations. At the same time, it is necessary to change the attitudes of the socially powerful towards full acceptance of grassroots participation in planning and management of local level development. A major area of training for Panchayat members is awareness and capacity-building for mobilization and sustainable management of social, physical and financial resources in order to improve the livelihoods of the rural poor who, according to latest official government estimates, make up about 19 percent of the country's 1 billion people. Panchayat members must also be empowered to participate in the planning and implementation of poverty reduction policies/programmes and activities initiated by state and central government. Unicef with the mandate to promote sustainable development has embarked on activities to strengthen local institutional capacities for improving the status of the poor emphasizing on women and child care.
A key Unicef rural development priority in Maharashtra is to improve grassroots participation in decision-making and delivery of support services through decentralization and good District and local governance. This is in line with the millennium development goals to ensure that decentralization processes contribute to overall development benefiting rural people, particularly the most disadvantaged. It also supports one of the Unicef's country priority areas for convergent action for local institution building to improve capacity for achieving sustainable rural development.
As part of its priorities in the state, the Unicef Maharashtra Office promotes networking on strengthening institutional capacities for decentralized decision-making in the care of women and children. These activities aim to:

- Enhance awareness and self-help capacities of the rural poor, including small and landless farmers, rural artisans, rural women, Tribal and backward class people,
- Enable the rural poor to mobilize local resources; and
- Bring about a more equitable sharing of the benefits of local and national socioeconomic development.

**Tracing The Mile Stone**

**Panchayati Raj Institutions since 1959**

The working of Panchayati Raj Institutions since 1959 has been argued as successful in a few and failure in most of the states. It means that the system has been experiencing ups and downs. Although, the concept of Panchayati Raj is a State subject but basically each state is free to evolve its own system depending upon Local needs, circumstances administrative conveniences and experiences. With the result, we have a variety of Panchayati Raj institutions with all kinds of combinations and permutations. In fact, their success or failure depends upon their structure, powers, functions, leadership, finances and state control. In a big country like India, changes in different aspects of these bodies have been taking place as per the changing circumstances. Although the whole activities of Panchayati Raj institutions are broad based but their resource base are very very weak. As things stand today, the local economy is very weak which indicates that Panchayati Raj Institutions have very limited scope to impose taxes in their jurisdiction.

Introduction of Panchayati Raj was hailed as one of the most important political innovations in independent India. It was also considered as a revolutionary step. Panchayati Raj is a system of local self government where in the people take upon themselves the responsibility for development. It is also a system of institutional arrangement for achieving rural Development through people’s initiative and participation. Panchayati Raj involves a three-tier structure of democratic institutions at district, block and village levels namely, Zillah Parishad, Panchayat Samiti and Gram Panchayats respectively. These institutions are considered as training ground for democracy and gives political education to the masses. These institutions were established in 1959 based on the philosophy of decentralization and Gram swarajya. Rural development plans and programmes are implemented at this level so that fruits of development can accrue to the community directly.
Both the Central and State Governments have appointed several Committees and Commissions for reviewing and recommending reforms to strengthen Panchayati Raj during the last three decades. Panchayati Raj that emerged in the states is substantially in tune with Balwant Rai Mehta team recommendations though there are distinguishing differences from state to state. Another Committee of Panchayati Raj appointed by the Central Government under the Chairmanship of Shri Ashok Mehta in 1978 is very important as it reviewed the system of Panchayati Raj in different states in the country and recommended a different structure of Panchayati Raj. Starting with Rajasthan several states introduced Panchayati Raj in quick succession. In a handsome tribute, Prof. Maddick describing the Mehta report “as an outstanding document and model of the way in which the growth of democratic institutions in the country one of vital importance.”

While inaugurating Panchayati Raj at Nagour, Rajasthan on October 2, 1959, Nehru said with understandable enthusiasm, "we are going to lay the foundation of democracy or Panchayati Raj in India." The focus was still on community projects and N.E.S and he thought that the reason for slow progress was dependence on official Machinery, a situation which would be remedied by Panchayati Raj. At a Seminar in Jaipur in Dec, 1964 Balwant Rai Mehta clearly stated that community development is the object, the purpose, and Panchayati Raj is the instrument for implementing the programme. The draft fifth plan stated “The basic concept behind establishing Panchayati Raj was to create rural local self government agencies reasonable for discharging certain selected functions pertaining to development. Panchayati Raj is the instrument of community development, the apparatus of rural local self government a means of reorganising district administration not adequately people oriented in its traditional form and an agent of state government for certain purposes. After the death of Nehru both national and international problems, and understandable anxiety over performance on the development front; served to weaken this faith and Panchayati Raj came under attack. During that time Hanson clearly stated, "if Panchayati Raj was to function effectively, within a reasonably short span of time, as a development institution, its introduction had to be accompanied by revolutionary changes in the social and economic structure of the village". However, a little later, Panchayati Raj is hailed as the most important political invention of independent India, because through it, the masses of Indian people are beginning, for the first time in their history, to experience the realities of democracy, in however, contradictory of distorted form.

Process of Decline

After the mid sixties, the process of decline started. In many states a tendency to postpone the Panchayati Raj elections indefinitely was noticeable. In some states, parallel bodies came to be set up at the district level, thus reducing the role of Panchayati Raj in development planning & implementation.
Main Problems

Started with great hope and enthusiasm some of the major problems and short comings that devoted in the working Panchayati Raj institutions can be identified as:

(i) Election not being held on a regular basis.
(ii) Lack of adequate transfer of powers and resources to Panchayati Raj institutions.
(iii) Lack of Panchayati Raj bodies to generate their own resources such as tax on sale of land.
(iv) Non-Representation of woman and weaker sections in the elected bodies.

Revival of Panchayati Raj

The G.V.K. Rao committee appointed by the Planning Commission in 1985 to review the existing administrative arrangements for rural development strongly recommended for the revival of Panchayati Raj institutions all over the Country & highlighting the need to transfer power of state to democratic bodies at the Local level. The government of India then set up a committee in June 1986 headed by L.M. Singvi to prepare a concept paper on the revitalization of the Panchayati Raj institutions.

The Committee recommended that the Panchayati Raj should be constitutionally recognised, protected and preserved by the inclusion of a new chapter in the constitution. It also suggested a constitutional provision to ensure regular, free and fair elections for Panchayati Raj institutions. Accepting these recommendations of the Committee the central government headed by late Rajiv Gandhi brought in the Constitution 64th amendment Bill which was passed by the Lok Sabha on the 16th August 1989. This was comprehensive Bill covering all vital aspects of PRI. Unfortunately, this Bill could not be enacted, as the Rajya Sabha did not approve it. In the year 1990, the issues relating to strengthening of Panchayati Raj institutions were considered afresh and based on detailed discussions in the Cabinet committee set up for this purpose. It was considered that a constitution Amendment Bill may be drawn up afresh. The matter was brought up before a Conference of Chief Ministers held in June, 1990 presided over by the then Prime Minister. The Conference endorsed the proposals for the introduction of Constitutional Amendment Bill and also the model guidelines with the modification that the number of tiers in the Panchayati Raj structure, may be left to be decided by the State governments and the arrangement for conduct of elections for PRI's may also be left to be made by the state themselves. The Constitutions Amendment Bill and model guidelines were approved by the Cabinet in July 1990 and it was decided that there should be a Common Constitution Amendment Bill both for PRI's and Urban Local bodies. Further modifications were made in the Bill on the basis of the discussions with the leaders of various political parties.
73rd and 74th Constitution Amendment perspective & Rebirth of Panchayati Raj:

The Constitution 74th Amendment Bill introduced in the Lok Sabha on September 7, 1990 it could not however, be taken up in view of the political changes. A Comprehensive amendment was introduced in the form of Constitution 72nd Amendment Bill 1991 by the then government. The Constitution 72nd Amendment Bill was passed in the Lok Sabha on Dec. 23, 1992. 73rd Amendment Act 1992 has come into effect from April 24, 1993. The Constitution 73rd Amendment Act 1992 indicates states to establish three tier system of strong viable and responsive Panchayats at the Village, intermediate and district levels.

Reservation for Woman in Panchayati Raj Institutions

The Constitution 73rd Amendment Act in order to revive the existing Panchayati Raj system due to its structural and functional inadequacies has made mandatory on the part of the states that they would reserve a minimum of 30 per cent of seats to woman in their Panchayati Raj institutions so as to involve actively in the decision making process. In accordance with the 73rd Amendment 33 per cent of seats have been reserved for rural woman in the Panchayati Raj Institutions. The Statutory reservation of seats for woman in Panchayati Raj bodies has provided an opportunity for their formal involvement in the development and political processes at the grass root level thereby to enabling them to influence the decision making process in the local governments.

Implications of constitutional 73rd & 74 Amendment:

The 73rd & 74th Constitutional Amendment has been made up to for many weakness. It has certain features which are binding on the state legislature where they can go to discretion:

2. Reservation of Seats for Weaker Section of Society.
3. Direct Election of Panchayati Raj, every five years at all levels.
4. Finance Commission to be set up by State Government to devolve funds and suggest ways of financing Panchayati Raj Institutions.
5. Election Commission at State Level to Conduct Panchayati Raj Elections.
Methodology: A review was undertaken of the existing training Programme that is being imparted to the members of the Panchayati Raj institution of the entire three tier system. Initially it was decided to do a desk review of the Programme that is being imparted at Yashada. However since it was not only the appraisal that was envisaged but also some amount of recommendations required to bring in suitable changes in the existing curriculum. Hence it was decided to go by the following methodology:

1. Desk review of the existing training module that is currently underway- while the module development was still on going, there is a structure that has been developed as guide line. This structure provides the details of the topics to be transacted during the course. Some historical perspectives of the course structure was also reviewed.

2. Understanding the methodology of course transaction – the classroom situation was observed by actually attending the Programme at Yashada.

3. Visit to selected Panchayati Raj Training Centers (PRTC) within the state – visit was undertaken to three PRTCs at Nagpur, Amrawati and Parbhani. In addition to looking at there course structure, faculty meeting was conducted in each center to gauge the competency.

4. Review of best practices from other states and experiments carried out by NGOs on PRI Training – the PRI Training Programme of Kamataka, Kerala and West Bengal was reviewed in details in terms of their process as well as transaction. The Govt. of MP had appointed Action for Social Advancement(ASA), a Bhopal based NGO to carry out an action research project for study and suggesting alternate method of capacity building of PRI members.

5. Meeting and discussion with the Govt. officials – officials from SiRD at Yashada as well as discussion with Dy.CEO (village Panchayat) in the districts of Amrawati, Chandrapur, Gadchiroli, Latur and Yavatmal was undertaken to understand their opinion on the quality of the training Programme. Discussion was also undertaken with two ZP president to know their opinion on the Programme.

Thus the Methodology carried a compound and comprehensive view of different functionaries as well as relevant literature review provided a sound base to write the subsequent chapters.
Government of Maharashtra Effort

The State Government of Maharashtra embarked upon an ambitious programme under State Action Plan (SAP) to train 3,08,831 PRI members. The responsibility of training designing as well as the actual training have been given to Yaswantrao Chavan Academy of Development Administration (YASHADA), the premier training institute of the government of Maharashtra. The Designing of the training has been done by the State Institute of Rural Development (SIRD), which is housed in Yashada. A Training Module was prepared under a pilot project on Population, Gender and Reproductive Health taken up in Chandrapur and Nandurbar districts of Maharashtra by the Ministry Of Panchayati Raj, Government of India under sponsorship of the United Nations Population Fund (UNFPA). The module that was developed and piloted under the aegis of Ministry of Panchayati Raj Govt. of India envisaged the following objectives:

a) To enable participants to identify concerns of health in general and about women’s health in particular and to provide necessary information.

b) To enable participants to question the conventional mind-set about women’s work, health and the reproductive health.

c) To enable participants to identify their role in and potential contribution towards community health.

d) To enable participants to communicate with people effectively.

e) To orient women members of Panchayati Raj to women’s health issues and to enable them to explore the possibility of using Self Help Groups and Mahila Mandalas to improve the delivery of health services by Panchayati Raj Institutions.

Designing the Workshop

The workshop was a mixed design of participation, lecture and simulation games, which primarily kept the following factor in mind:

- The workshop will be participatory in nature. Lectures, instructions, advice, orders etc should be avoided. Information will be offered when needed.

- Sharing of experiences, give- and-take of information and sharing of views will find enough space in the workshop.

- The participants will find some "small group interactive media" like picture-stories that will be introduced in the workshop very interesting. They also will engage themselves in group discussions and will present the outcomes of their debates.

- The design of the workshop is such that the topics of women’s health would come a little later owing to their nature (and not because they are any less important)

- All the participants and the trainers will sit on the floor, on a durree (No chairs will be used as these denote hierarchy).
- Participation by the participants will begin with the inaugural session itself.

Having detailed the objectives as well as the methodology of training a detail process sheet was developed to be followed as guidelines. The sheet is exhibited below:

**PROCESS SHEET**

**DAY-I**

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Material required</th>
<th>Process step by step</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:00-6:30 PM</td>
<td>Welcome</td>
<td></td>
<td>Facilitator appreciates the presence of Participants and explains the purpose of Workshop.</td>
<td></td>
</tr>
<tr>
<td>6:30-7:00 PM</td>
<td>Inauguration</td>
<td>Bags, Chairs, Tables, Stones, Sand, Pens, Books, Bricks, utensils, Caps, Papers, Flowers, Bamboo, Clothes, Saris etc.</td>
<td>Inauguration to be done by all participants together. All would participate in making a design of a “mock village”. The trainer appreciates the design and names the village and declares that the workshop is open.</td>
<td>Sense of participative ownership generated</td>
</tr>
<tr>
<td>7:00-8:30 PM</td>
<td>Introduction and Ice Breaking</td>
<td>Papers and pens</td>
<td>Introduction by telling his/her name with mother’s name. Drawing picture of women’s Health and its description. Facilitator explains that learning is through discussion and with full participation of all. It is not going to be one way communication</td>
<td>Self confidence increased</td>
</tr>
</tbody>
</table>

**DAY-II**

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Material required</th>
<th>Process step by step</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:30-9:45 AM</td>
<td>Welcome Song</td>
<td>Written Song, Dholak and Manjiri</td>
<td>The facilitator leads the singing of Welcome Song and others follow</td>
<td></td>
</tr>
<tr>
<td>9:45-10:15 AM</td>
<td>Role of Panchayati Raj Institutions in community health and women’s health</td>
<td>Black Board and chalk</td>
<td>Discussion by asking questions about present status of health related issues and highlighting the importance of interventions of Panchayati Raj Institutions in solving health problems of community.</td>
<td>Importance of popular participation</td>
</tr>
<tr>
<td>Time</td>
<td>Activity</td>
<td>Material Required</td>
<td>Process step by step</td>
<td>Remarks</td>
</tr>
<tr>
<td>-----------</td>
<td>-------------------------------</td>
<td>--------------------------------------------</td>
<td>-------------------------------------------------------------------------------------</td>
<td>-----------------------------------</td>
</tr>
<tr>
<td>10:15-11:15 A M</td>
<td>Illness of People</td>
<td>Flanelog-rams, Pinky’s Story.</td>
<td>Story telling, Writing causes of illness on the board one after another and drawing a tree of diseases on the board.</td>
<td>Sensitised to causes of diseases</td>
</tr>
<tr>
<td>11:15-11:30 A M</td>
<td>Women's illness</td>
<td>Flanelog-rams, Pinky’s Story.</td>
<td>Tree of diseases is utilised to focus on women's sickness and causes of their often illness and severity.</td>
<td>Knowledge about women’s health</td>
</tr>
<tr>
<td>11:45-1:00 P M</td>
<td>Problem of impure drinking water</td>
<td>Water, Utensils with covers, White cloth, alum, Chlorine drops,</td>
<td>Facilitator describes sources of water, causes of water pollution, and water borne diseases, importance of pure drinking water. Demonstration of water purification.</td>
<td>Knowledge and Skill about handling water related issues</td>
</tr>
<tr>
<td>2:00-3:15 P M</td>
<td>Sewage water menace</td>
<td>Flanelograms, Pictures; Story of sewage water menace</td>
<td>Sources of wastewater, its ill effects, diseases to be described through pictures. Methods to use sewage water described.</td>
<td>Change in attitude</td>
</tr>
<tr>
<td>3:30-4:30 P M</td>
<td>Women’s works and Drudgery</td>
<td>Books, Bottles, Dholak, Chairs etc.</td>
<td>Listing of tasks done by men and women by the participants. Women heavily loaded. Showing drama about sharing of women’s works by men.</td>
<td>Change in attitude</td>
</tr>
<tr>
<td>4:30-5:30 P M</td>
<td>Anaemia in Women</td>
<td>Flanelograms, pictures, Sample of ahliv sprouts, dates, jaggery.</td>
<td>Facilitator explains the meaning of Anaemia, causes of its severity in women. Describing possible solutions to the problem of Anaemia.</td>
<td>Knowledge about women’s problems increased</td>
</tr>
</tbody>
</table>
## DAY-III

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Material required</th>
<th>Process step by step</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:30-10:00 AM</td>
<td>Welcome</td>
<td>The Song Written on paper, Dholak, Zanj /Tal</td>
<td>Beginning the day with warm Welcome with a song.</td>
<td></td>
</tr>
<tr>
<td>10:00-11:45 AM</td>
<td>Reproductive Health</td>
<td></td>
<td></td>
<td>Knowledge increased and positive attitude developed</td>
</tr>
<tr>
<td>10:00-10:15 AM</td>
<td>Introduction</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10:15-11:00 AM</td>
<td>Menstruation and Age at marriage.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11:00-11:30 AM</td>
<td>Pregnancy Care</td>
<td>Picture of anatomy of human reproduction, Flanelograms</td>
<td>Explanation regarding care during pregnancy. Nutrition, family support, proper medical care, welcoming of baby’s birth, regular medical checkup by Doctors and Auxiliary Nurse Midwives etc.</td>
<td></td>
</tr>
<tr>
<td>11:30-11:45 AM</td>
<td>Family Planning and Men’s responsibilities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time</td>
<td>Activity</td>
<td>Material required</td>
<td>Process step by step</td>
<td>Remarks</td>
</tr>
<tr>
<td>------------</td>
<td>----------------------------------------------</td>
<td>----------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>12.00-1.00 PM</td>
<td>Women's access to health care</td>
<td></td>
<td>Sharing of experiences of well known health organisations on improved quality and accountability of health services. Explains role of Auxiliary Nurse Midwives, Doctors and Gram Panchayat Members.</td>
<td>Knowledge about success.</td>
</tr>
<tr>
<td>2:00-3:00 PM</td>
<td>Women's participation in decision-making.</td>
<td>Papers and pens</td>
<td>The Facilitator divides participants in groups for discussion for relevant questions on capability of women to take proper decision about their own health, help and support needed for decision-making. Role of Gram Panchayat in improving women's health involving them effectively.</td>
<td>Brain storming.</td>
</tr>
<tr>
<td>3:30-4:30 PM</td>
<td>Feed Back and Summing Up</td>
<td>Evaluation formats</td>
<td>The facilitator distributes the question papers/feed back formats to each of the participants to receive feed back from them. Finally, he sums up all the themes of the workshop very briefly and thanks the participants and organisers for great success achieved and wishes all the best to the participants in their endeavor.</td>
<td></td>
</tr>
</tbody>
</table>
This Module was further modified and developed into a three-day programme, which is now a part of regular training under SAP. The modified programme not only emphasized on health and sanitation aspect but also brought in the few other aspects such as governance, revenue collection etc. In addition to this two hours session has been added on micro planning. However the session on micro planning currently is only as an addendum and has not been institutionalized as a regular coarse.

A Study commenced by World Bank in collaboration with Ministry of Panchayati Raj has identified the following major sector of functioning of the PRI system:

Sectors
1. Education: Primary schooling, literacy programs, and vocational studies
2. Finances: Local budgets, financial resource mobilization, audit techniques
3. Gender: Women’s needs and rights, female children’s needs, sensitizing Panchayats and communities
4. Health: Basic health services, reproductive health, preventive care, nutrition, water supply
5. Livelihoods: Credit and savings, microfinance, income generation and informal sector employment
6. Local governance: Administrative structures, implementing 73rd amendment, state Panchayat relations
7. Natural resources: Common property resources, conservation, sustainable resource management, agriculture
8. Community participation: Civic empowerment, collective decision making, electoral participation
9. Rural development: Poverty alleviation, improving rural living standards, creating resources for growth
10. Social justice: Disadvantaged community rights, public legal services, Panchayat equity, affirmative action
Stepwise Appraisal of PRI Training Under SAP

From the identified 10 sectors, the roles and functions of the PRI systems embark upon all facets of development in the rural areas. The Central idea of enactment of the 73rd amendment was the devolution of power to the grass-root towards achieving better flexibility in the implementation of development programme and relieving the masses from the clutch of centralization and babudom. However from the training content it does not appear that the idea of devolution of power has been envisaged to the fullest extent. Most of the content seems to be information orientated and does not go deep into the political sociology of the sector. We will now analyze sector by sector and examine the phenomena.

1. **Education**: Primary Education though a core subject of PRI, seldom finds a place in the general training course of the PRI members. Though topics such as enrolment, attendance teachers regularity and quality of education are burning issues, the TNA never reflects the importance of education. From the given schedule of three days programme in YASHADA and all other Panchyati Raj Training Centers (PRTC) elsewhere in Maharashtra affiliated to YASHADA have no topic on education or right to education. In such situation discussion or bringing education in the agenda of Gram Sabha would always be difficult due to lack of importance given to education. Further it will also reflect in the functioning of Block Education Center (BRC) and Cluster Education Center (CRC).

2. **Gender**: While Gender finds an important place during the pilot module that was instituted in collaboration with UNFPA, it fails to find a place in the regular course of the SAP programme. From the two programmes developed each of three days duration, one of them has one and half hours dedicated to micro planning. During this session elements of gender and gender sensitivity is discussed in a passing manner which is certainly not enough. This is specially given the fact that gender sensitivity is far below satisfaction amongst the elected PRI members. Incorporation of suitable gender concern is the must in the module especially because all development are now gender sensitive and demands participation of women as crucial component.

3. **Health**: The Component of health has been adequately addressed in the pilot module. While the review of the pilot module have been very good, one fails to understand why important component such as health as been altogether ignored in the existing SAP programme. The content of Training for Trainers for ZP members though has two specific dedicated session on public health and hygiene, it does not reflect in the actual programme content of the training of
ZP members. There is a small session on micro planning of only 45 minutes in which introduction to subjects such as health, nutrition and education makes a touch and go. However in such small duration when micro planning has to primarily address on community empowerment through community action, it can do far from justice to topics such as health, education etc.

4. **Livelihood & Natural Resources:** This topic finds a better place in the TOT module rather than the programme itself. The TOT module has session on the National Rural Employment Guarantee Act 2005, nowhere it deals with others livelihood schemes under DRDA which is one of the primarily responsibility of the Gram Panchayat. The supportive areas of livelihood such water shed development is discussed in the TOT module but does not bring as a deliverable in the main programme. Areas such as Credit and savings, micro finance, income generation and other informal sectors do not find any place in either of the training module.

5. **Community participation:** Community participation and its importance have been addressed to the topic of micro planning in both TOT module as well as the SAP programme. The time dedicated in the SAP programme is 45 min. more, than that of TOT module. Keeping the spirit of 73rd and 74th constitutional amendment, it is inevitable that greatest emphasis need to be given on peoples participation since the entire governance is envisaged through active participation of community. To that extent it may not be out of place to mention that community participation and topic such as civic empowerment, collective decision-making and electoral participation should find the most important place in the entire programme. There is room for enhancing the subject and provide adequate justice to the topic.

6. **Local governance and Social justice:** This topic has been dealt both in SAP as well as in the TOT module. Topic such as general bodies rules and regulation discuss regarding the basic administrative structure of PRI. Further, Panchayati Raj and role of people’s representatives discuss regarding implementation of 73th amendment. In TOT module there is a topic of powers and duties of Gram Panchayat, which again elaborates on the structural aspect. While equity and social justice has been dealt in a session of 45 mins. only in the TOT. Right to Information Act 2005 has been dealt both in the SAP as well as TOT, however discussion on disadvantaged community, affirmative action and equity have not been dealt adequately which requires rethinking for inclusion.

7. **Finance and Budget:** Financial Management has been included as a session of one and a half hours. This deals mainly on the financial aspect on ZP, which mainly discuss on the scheme and funding of Central and State Government, resource mobilization, local budget and resource
generation are the topics that needs to be adequately emphasis in the programme. Such topics do not seem to be forming a part of the training programme.
TRAINING PROGRAMME FOR Z.P. MEMBERS AND NON-OFFICIALS UNDER STATE ACTION PLAN

### DAY 1

<table>
<thead>
<tr>
<th>Time</th>
<th>Subject</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.30 – 10.00</td>
<td>Registration, Introduction and screening of film on YASHADA</td>
</tr>
<tr>
<td>10.00 – 11.15</td>
<td>Panchayat Raj and concept of development</td>
</tr>
<tr>
<td>11.30 – 1.00</td>
<td>Communication Skills</td>
</tr>
<tr>
<td>2.00 – 3.30</td>
<td>Zilla Parishad / Panchayat Samiti meetings</td>
</tr>
<tr>
<td>3.45 – 5.15</td>
<td>Leadership Skill Development</td>
</tr>
</tbody>
</table>

### DAY 2

<table>
<thead>
<tr>
<th>Time</th>
<th>Subject</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.00</td>
<td>Yoga</td>
</tr>
<tr>
<td>9.30 – 11.15</td>
<td>Panchayat Raj and role of People's Representative in Development</td>
</tr>
<tr>
<td>11.30 – 1.00</td>
<td>Financial Management in Z.P.</td>
</tr>
<tr>
<td>2.00 – 3.30</td>
<td>Microplanning</td>
</tr>
<tr>
<td>3.45 – 6.00</td>
<td>Nisarg Shodh (Discovery of Nature)</td>
</tr>
</tbody>
</table>

### DAY 3

<table>
<thead>
<tr>
<th>Time</th>
<th>Subject</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.00</td>
<td>Yoga</td>
</tr>
<tr>
<td>9.45 – 11.15</td>
<td>E - Governance</td>
</tr>
<tr>
<td>11.30 – 1.00</td>
<td>Right To Information</td>
</tr>
<tr>
<td>2.00 – 3.30</td>
<td>Negotiation skills</td>
</tr>
<tr>
<td>3.45 – 4.15</td>
<td>Evaluation</td>
</tr>
<tr>
<td>4.20 – 5.15</td>
<td>Concluding Session</td>
</tr>
</tbody>
</table>
# TRAINING OF TRAINERS FOR Z.P. MEMBERS AND NON-OFFICIALS UNDER STATE ACTION PLAN

## DAY 1

<table>
<thead>
<tr>
<th>Time</th>
<th>Subject</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.30 – 10.00</td>
<td>Registration, Introduction and screening of film on YASHADA</td>
</tr>
<tr>
<td>10.00 – 11.15</td>
<td>Orientation about training programme and introduction, Aims and objective of training, Experience sharing and groups formation, Division of subjects</td>
</tr>
<tr>
<td>11.15 – 12.30</td>
<td>Right To Information</td>
</tr>
<tr>
<td>12.30 - 1.45</td>
<td>Discussion on Training module for Gram Panchayat members</td>
</tr>
<tr>
<td>2.30 – 3.45</td>
<td>Use of Library for preparation of lecture</td>
</tr>
<tr>
<td>3.45 – 5.15</td>
<td>I will win (Mee Vijeta Honar)</td>
</tr>
</tbody>
</table>

## DAY 2

<table>
<thead>
<tr>
<th>Time</th>
<th>Subject</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.30 – 10.30</td>
<td>Powers and duties of Gram Panchayat</td>
</tr>
<tr>
<td>10.30 - 11.15</td>
<td>Gram Panchayat financial management and budget</td>
</tr>
<tr>
<td>11.25 – 12.10</td>
<td>Water shed development</td>
</tr>
<tr>
<td>12.10 - 1.00</td>
<td>Hakkacha Pani</td>
</tr>
<tr>
<td>2.00 – 2.45</td>
<td>National Rural Employment Guarantee Scheme Act 2005</td>
</tr>
<tr>
<td>2.45 – 3.30</td>
<td>Right To Information</td>
</tr>
<tr>
<td>3.40 – 4.25</td>
<td>Microplanning</td>
</tr>
<tr>
<td>4.25 – 5.10</td>
<td>Equity and social justice</td>
</tr>
<tr>
<td>5.30 – 6.30</td>
<td>Public Health and Hygiene</td>
</tr>
</tbody>
</table>

## DAY 3

<table>
<thead>
<tr>
<th>Time</th>
<th>Subject</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.45 – 11.15</td>
<td>Training Methodologies – Lecture, Case study, Group Discussion, Role Play etc</td>
</tr>
<tr>
<td>11.30 – 1.00</td>
<td>Public Health and Hygiene</td>
</tr>
<tr>
<td>2.00 – 3.30</td>
<td>Discussion on State Action Plan module</td>
</tr>
<tr>
<td>3.45 – 4.15</td>
<td>Evaluation</td>
</tr>
<tr>
<td>4.15 – 5.15</td>
<td>Concluding Session</td>
</tr>
</tbody>
</table>
Review of Kerala LSG:

A Desk review of the Local Self Government (LSG) in Kerala suggests that the preparation of training module was undertaken in more organized manner.

In the step 1, a performance review of the LSG was undertaken in the wake of decentralization of power for the past decades which revealed that despite registering notable achievement in the local development, the civic bodies still had a long way to go in emerging as an effective local Government to creatively carry out their constitutional and administrative responsibilities. The review further noted that majority of the elected representative did not have a vision on decentralization of power, the rights and responsibility of the members, presidents, secretary and standing committees, including the primary goals of local government, office administration, staff responsibility etc.

In step 2 a people's campaign for decentralized training was formally organized on the Malayalam New Year day. The Campaign was organized in a phased manner with clearly defined objectives for each phase. Each of the six phases had a nodal event and involved a separate round of training at state, district and local level. Extensive environment creation activities were also undertaken. High Level Guidance Council was formed comprising of eminent personalities in the state. The council was also intended to assure the highest possible degree of consensus around the Campaign. Apart from representatives of all political parties and major mass organizations, the council also included vice-chancellors of universities, heads of centers of excellence and cultural leaders.

The exercise was worked out in phased manner and the process was followed meticulously. In the first phase concentration was given to Gram Sabha. Identification of the felt needs of the people is the first step in the decentralized planning exercise. It is accomplished by convening the Grama Sabhas, ensuring maximum participation of people, especially, women and other weaker sections of the society in order to discuss the local development problems. The second phase was dedicated to understanding development with development seminars. After the identification of the felt needs in the Grama Sabhas, the next step in the planning process is to make an objective assessment of the natural and human resources of the locality. Only by matching the two could a perspective be developed for local level development that would make optimal use of the resources in tune with the aspirations of people. The approach to planning had to be such as to secure a judicious blend of local needs with local resource availability. In the third phase sector wise committees were constituted at the grass root level who were suppose to project the recommendation and suggestion which emerged from the development of seminar. Several task forces were constituted to cover different development sectors. As many as 12 thousand task forces were organized at the village level alone with the total participation of 1.2 lakhs person. Special effort was made to ensure participation of official and local level experts. While the chairperson of the task force was an elected representative, and officer from the concerned live department was its convener. The fourth and the Final phase was preparation of action plan.

The entire process was carefully reviewed in the backdrop of the experience & learning of the people's campaign. This underlined the vital importance of detail preparation of appropriate training module for ensuring the success of local level Governance. Seven rounds of pilot training at state level, four rounds of
district and block level and two round at Panchayat level was organized before finalizing the module. The theme and content of each round of training programme corresponded to the objectives of each phase, focusing upon the immediate task to be undertaken namely, the organization of Gram Sabhas (round I), preparation of the development reports and the attendant studies (round II) drawing up of projects (round III), drafting of the plan document (round IV), integration of local plans and drafting of plans of the higher tiers (round V), plan and project appraisal (round VI) and implementation rules and procedures (round VII). In addition, every round of training started with a discussion of philosophy of decentralization in general, and participatory planning in particular. Attention was also regularly drawn to aspects of the development crisis in Kerala. The discussion of rules and statutes were taken up in the first and subsequent rounds. Sectoral development perspectives were given special attention in the second and third rounds.

Problems of SC/ST development and gender concern were another constant theme in every round. The emphasis in the programme was on self-study by the participants. A basic handbook was prepared for every round with the help of experts and officials. Besides, as part of the second and third rounds, twelve simple monographs on Sectoral development perspectives were also prepared. A comprehensive list and description of all the ongoing development programmes in the state that may be relevance to decentralized planning was also printed and distributed.

As can been seen from the above illustration, it is evident that for the successful capacity building of PRI members, it is inevitable to have a clear vision with a mind set of devolution of power. Where as it is a known phenomenon that majority of the PRI members will have only basic education & also sometime illiterate, they would require careful and comprehensive capacity building by way of long-term handholding support. One such experiment was done by way of action research project by Action for Social Advancement (ASA), an NGO based in Madhya Pradesh (MP). This research was undertaken over a period of 2 years across two districts of MP. The project wad funded by India-Canada Environment Fund (ICEF). Observing the success and learning from the project, the UNDP has now commissioned similar experiments in four other states as well. The summary of the project is elaborated underneath:
Capacity building of PRI through hand holding support by Spear Head Team - a paradigm shift from conventional approach of one off training – An Alternate approach

Summary

The current strategy of State governments of PRI capacity building is based on the expectation that a one off training to the elected representatives would build sufficient operational capacities for good governance. However experience shows that such strategy is inadequate for the PRI’s to become effective governing institutions. A project in M.P in 2 tribal districts demonstrated an alternative paradigm of capacity building of Gram Panchayat (GPs) and Gram Sabha through the handholding and coaching support by a professional team of 4 members called Spear Head Team (SHT) to a cluster of 12 GPs with 23 villages for 2 years. The results are significant. Some of the results are: i) on average there has been 5-6 times increase in fund for public works in each Gram Panchayat (FY-03-04) than the base year (02-03), the increase in fund for livelihood activities through natural resources development is 18 times higher than the base year. The funds were mobilized by convergence with line departments and by accessing centrally sponsored schemes; (ii) The GPs have generated average Rs.25000/- annually as internal resources through imposing taxes on service users. This is significant in the situation where there was no practice of internal resource mobilization; iii) increased awareness about PRI’s among the general public resulted in increased participation in the Gram Sabha and quality discussion, and higher voting percentage in the recently held Panchayat election; iv) there is better clarity among the villagers and GPs about the road map of village development as a result of preparation of village and Panchayat perspective plans, etc.

All these can be attributed to the in situ support provided by the SHT on a continued basis. It is increasingly becoming evident that for the 73rd amendment to work on the ground one needs to take more proactive approach in PRI capacity building than relying solely on the classroom and one off training events. Providing right information at right time and building skills on **how to do it** are found to be the crux of the SHT approach.
Introduction

State governments under the 73rd Amendment of the Panchayat Raj Act had initiated the process of power transfer to people through Panchayat Raj Institutions. However, having provided with enabling policy environment the state governments are grappling with the issues of how to translate these policies into action meaning making people aware of their duties and rights and making GramSabha a vibrant people’s institution to carry out the developmental roles.

The current strategy of capacity building of the state governments for PRI

The current strategy of capacity building of the state governments for the elected representatives of PRI is insufficient. The strategy is based on the expectation that a one-time provision of information would build sufficient operational capacities of GramPanchayat for effective governance. Experience has further shown that one time training at a far-away location does not and cannot provide the requisite information and support that is necessary to function as responsible and effective representatives. This becomes further difficult in the case of representatives who are women and others who are illiterate.

The problems with the present strategy of capacity building can be summarized as:

- One training event during the elected life of the representative
- Refresher course only in case of amendment of the Act or if the government issues a new set of notifications/orders
- Not all the representatives at each PRI level are covered
- No special training organised for Women, Scheduled Caste and Scheduled Tribe representatives at any level
- No accountability of ensuring completion of training in case of Non-institutional Training
- Training is only on the provisions of the Act. The skills required to fulfill the role and responsibility entrusted under the act not covered (e.g. How to do?)
- Training within Institutional set up leads to classroom training sessions. The trainer is not apPRI’ed of the problems faced by the representatives and is hence unable to contextualise the training or help the representatives in finding solutions to their problems
- Accountability of the trainer for the utilization of training, in both Institutional and Non-institutional mechanism, is zero.
• Handholding or coaching support to the representatives is not envisaged (e.g. how to make proposals and follow the proposal with the line departments)
• Training on the state Act on Panchayat Raj and their changed role and responsibility not provided to the functionaries of line department at any level (district or sub-district)
• Issues of skills and attitudes are not tackled during training at any level with either the elected representatives or the functionaries of the line departments

In the absence of skills and quality information on issues pertaining to their roles in governance and development there has not been much change in the ground in terms of strengthening the grass root democracy. The Sarpanch and the Panchayat Secretary along with the officials of the line departments continue to rule PRI’s and people simply do not have any other options but to depend on their decisions. Also, there is a tendency of PRI’s especially the gram Panchayats perceiving themselves as government contractors rather than mechanisms for change.

**Capacity building through the approach of handholding support – a paradigm shift**

To address some of the above-mentioned issues Action for social Advancement (ASA), an NGO working in M.P. and Gujarat, had initiated a pilot project with an alternative paradigm for capacity building of GP representatives and the GramSabhas. This was a two year project started in October 2003 and were supported by the India Canda Environment Facility (ICEF), New Delhi, and the Government of M.P. The project is implemented in two development blocks of Jhabua and Dhar districts covering 12 Gram Panchayats with 23 villages.

**The Spear Head Team**

The unique strategy adopted in the project is to provide in-situ support to GramPanchayats and GramSabhas through a multi-disciplinary professional team called the SHTs (Spear Head Team) on a continued hand holding or coaching basis. The crux of the SHT approach is to getting into the nitty-gritty of how to do and providing right information at right time to the GPs and Gram Sabhas. The SHT comPRI’ed of four members with the background of Social science /rural management, Agriculture, Agriculture or Civil engineering and Forestry. The members had average 4-5 years of experience in the rural development.
The results of the project
The project is over 18 months old yet has demonstrated encouraging results further strengthening the arguments for the approach followed in the project for PRI capacity building. The following paragraphs describe progress on a few critical performance indicators of the project:

- **Increase in public investment at the Gram Panchayat:**

The significant impact is observed in GP's increasing ability to mobilize financial resources from the government schemes and departments. A study indicates that on average each project supported Gram Panchayat has mobilized 5-6 times more resources during the FY 2003-04 (during project) against FY 2002-03 (pre project period). Interestingly, during the same period the project GPs on average have mobilized 23 times more resources than the pre project year for the activities related to natural resources development which has direct link to people's livelihood. In the neighboring GPs which are not supported by the project and have been considered as control GPs, the fund flow during the same period indicates increase, however significantly lower (3-4 times) than the project GPs. In case of natural resources related activities the fund flow has been 13 times lower in the controlled GPs than the project GPs during FY-03-04.

- **Mobilization of internal resources**

Another important change has been in the areas of GP’s getting serious about generating internal resources for developmental and maintenance activities. The GPs have, on an average, raised internal resources of Rs.25000/- annually by imposing taxes on usage of water for irrigation from community tanks, on tap water connection, fishing rights from community tanks, service charge on cleaning of village market place, developing grain banks and so on, This is an encouraging start especially where there was no history of internal funds mobilization. in the controlled GPs no such effort has been made and the collection of internal resources is practically nil.

- **Better services of line departments**

Constant interactions and exposure visits for line department functionaries have redefined the role of the functionary of the line department and instilled a sense of responsibility. The visits of functionary of line departments have increased in the village (e.g.: regular presence of Anganwadi worker, Teacher, Rural Agriculture Extension Officer, ANM, 100% coverage during pulse polio campaigns).
• *Increase in awareness level about PRI among general electorate*

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

• *Preparation of village plans*

The village micro plans and the consolidated perspective Gram Panchayat plans have been prepared based on assessment of ground realities. The plan takes a holistic view from the angle of village livelihood and provides directions for the actions needed over a period of 5-7 years and the possible sources of fund both external and internal. There is definitely a clearer vision of the road map among the GPs and the villagers as far as village development is concerned.

• *Transparency*

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

**The economics of the project**

The total management cost of the project is Rs.42 lakhs, which is about Rs 90,000/- per village per year. Per capita cost is Rs.100/- per year. This investment is required for at least two years to bring them to a level where people have gained experiences of good governance and downward accountability.
Some Recommendations for Consideration

From various review it is noted that training is being seen as one time activity and more ritualistic in nature. From the available a-la-carte of the modules being used in different states and by different organizations, I am of the opinion that we need to recognize that the course design should be divided into two parts; one that should be non-compromising basic for all and the second looking into different functional requirements of the three tier system.

The recommendations are being put forward with a view that the training needs are diverse at different levels of PRI. For example, if community participation is taken as an instance, the Gram Panchayat member would require the skills of community organization such as community diagnosis, dialoguing and consensus building; at Panchayat Samiti level it could be aggregating, prioritizing at the block level and negotiation skills; where as at the ZP level it would be programming, reaching out, allocation of fund and Equality & social justice issue. A structural guideline is mentioned underneath for consideration:

Part I (5 to 6 days)

<table>
<thead>
<tr>
<th>Basic For All</th>
</tr>
</thead>
<tbody>
<tr>
<td>History of Panchayati Raj</td>
</tr>
<tr>
<td>73rd Amendment</td>
</tr>
<tr>
<td>Structure of Panchayati Raj and Standing Committees</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Reservation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Issues relating to (a) reservation/</td>
</tr>
<tr>
<td>Rotation of all seats, (b) reservation/</td>
</tr>
<tr>
<td>Rotation for chairpersonship and vice-chairpersonship and</td>
</tr>
<tr>
<td>No-confidence motion</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gram Sabha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decentralization</td>
</tr>
<tr>
<td>‘Gram Sabha is the Vidhan Sabha of the village</td>
</tr>
<tr>
<td>Power to the People</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gram Panchayat Rules</th>
</tr>
</thead>
<tbody>
<tr>
<td>Panchayat Finance and cess</td>
</tr>
<tr>
<td>Inspection/ maintenance of accounts</td>
</tr>
</tbody>
</table>

| Right to information act                        |
| Functional aspects of RTI                       |

| Panchayat Raj and Education                     |
| Panchayat Raj and Health & Nutrition            |
| Panchayat Raj and Water & Sanitation            |
| Panchayat Raj and Livelihood & food security    |

| Issues relating to development                  |
| Gram Panchayat and community participation      |

| Financial devolution and untied funds           |
| Visioning Exercise – how would I like to see my village |

© Copyright - Shodhana Consultancy Pvt. Ltd. Visit us at www.shodhana.org
**ZP Level Programme:**

1) Guidance & monitoring of Panchayat Samiti level programme.
2) Review of progress of various activities of Panchayat Samiti
3) Guidance for marketing of SHG products.
4) Developing linkage with other district and state Institutions for quality improvement in Social and Economic indicators.
5) Identification of schemes for convergence at district level.
6) Arranging dissemination of information to Panchayat Samiti level societies and bodies.

---

**Panchayat Samiti level programme:**

2. Review of progress of various activities Gram Panchayat.
3. Review of fund position of Thrift & Credit Societies.
4. Identification of schemes for convergence at block level.
5. Assessing training needs for SHG members and various other informal groups.
6. Implementation of projects involving Gram Panchayat level bodies.
7. Arranging dissemination of information to lower level societies.

---

**GP Level societies :**

1. Guidance & monitoring of SHGs.
2. Arranging credit to group members.
3. Developing linkages with banks.
4. Ensuring participation of SHG members in Gram Sabha meetings.
5. Assisting all concerned for the preparation of Village plan.
6. Ensuring participation of group members in all social sector programmes thus ensuring smooth delivery of services at the lowest level.
7. Ensuring group members to participate in the planning process.
8. Ensuring people to form more SHGs.
9. Ensuring selection of the members of SHGs in Gram Panchayat meeting.
Conclusion:
Decentralization is the transfer of power and authority from the central / state Government to the local level government, and to non-government and private organizations. Decentralization enables rural poor people to: a) share in decision-making that affects their daily lives; b) evaluate the outcome of their own decisions; c) minimize chances of misunderstanding; d) understand the difficulties and complexities of administration, planning and management; e) accept responsibility for failure; and f) develop a sense of belonging and commitment to civil society.

Basics of decentralization
- Political and administrative autonomy to local bodies.
- Devolution of revenues to local bodies and empowering them to levy taxes to fund part of their expenditure.
- Periodic local body elections. Reservation of seats on local bodies for weaker social sections.
- Local database on administration.
- Local voluntary and private sector organizations collaborate with local governments in addressing development issues.
- Build local human capacities through improved access to health care, education and productive assets to ensure that decentralization empowers the poor.

With the basics of decentralization as mentioned above, the Maharashtra model of training programme for which the module development is still under way, the capacity building programme does not seem to be making much head way in achieving its objective towards empowerment of the local bodies for good governance.

With my personal experience of working with districts especially with the bureaucratic functionaries from Zillah Parishad down to the village level, there seem to be lot of inertia and hesitation in sharing of power. With such low level of motivation and commitment towards decentralized planning coupled with fear of loosing power, it can be anybody’s guess as to when the local bodies will become effective governance institutions. My visit to a few Panchayati Raj Training Centers (PRTC), which includes Nagpur, Amravati & Parbhani, it was observed that most of them were not fully occupied. Some of them who displayed some activities were limited to undertaking small studies on reach out of sectoral service delivery. The main aim of the PRTCs is capacity building of the PRI members in tune with each of their training need. This in turn should enable them to plan and project the need of their villages appropriately. Unfortunately most of them lack vision as well as, appropriate resource persons. As a result dynamism and seriousness in training content is missing. With YASHADA being the central body for undertaking the training of PRI members, at
least there is a basic standardized structure that they follow. However the uniformity of the quality of training is highly debatable. Lastly it can be concluded by saying that there are number of available models as well as research studies that have undergone on this subject for the last one decade and learning from these need to be interwoven in the overall module of Maharashtra. A list of various organizations in the country that are engaged in different aspect of PRI and expertise is given as annexure.
ANNEXURE

Inventory of Organizations Working on Panchayati Raj

Andhra Pradesh

1. Asmita Resource Centre for Women
   201 Padma Mohan Apartments
   Street # 6 Teachers' Colony
   Secunderabad 500026
   Tel: 040-7803745
   Fax: 040-7733745

   Ms. P. Lalita Kumari
   Asmita works on women's rights and access to social justice with an emphasis on the role of
   women in PRI's. It uses village level data in Andhra Pradesh and nationwide to produce
   awareness building materials on rural women's issues. Asmita also networks with groups
   working on women and governance in south India.
   Nature of work: Advocacy and policy debate, Outreach, Training
   Substantive focus: Education, Gender, Health, Social justice
   Audience: NGOs, State and central governments
   Methodology: Field and secondary research, Information dissemination, Reports and studies
   Funding: Fees, Government grants, Private donations

2. BASIX
   403 Nirmal Towers
   Dwarkapuri Colony, Punjagutta
   Hyderabad 500482
   Tel: 040-3350171
   Fax: 040-3358846

   Mr. Vijay Mahajan
   BASIX focuses on issues of rural livelihoods and income generation. It works with village savings and credit
   collectives, including Panchayat associations, to improve access to credit and micro finance opportunities in
   the agriculture and non-farm sectors. It also provides technical support and research services to NGOs and
   financial engaged with rural resource and governance issues.
   Nature of work: Implementation support, Monitoring and commentary, Research, Training
   Audience: NGOs, State and central governments, Village communities
   Methodology: Community level projects, Field and secondary research, Meetings and workshops, Reports
   and studies
3. **Janamitra**  
28-49/5 Pungannur  
District Chittoor 517247  
Tel: 08581-53081  
Fax: 08581-53005

*Mr. M. Kamal Janamitra*

Janamitra works in several districts of Andhra Pradesh on micro planning and natural resource management issues in the context of Panchayati Raj. It conducts training and awareness building programs and uses local folk theater and craft forms to devise innovative training methods. It also seeks to engage gram Sabhas in local development projects.

Nature of work: Implementation support, Outreach, Training  
Substantive focus: Natural resources, Community participation, Rural development  
Audience: NGOs, Village communities  
Methodology: Community level projects, Information dissemination  
Funding: NGO grants, Private donations

4. **National Institute for Rural Development**  
Rajendranagar  
Hyderabad 500030  
Tel: 040-4015741  
Fax: 040-4015277

*Dr. S.P. Jain*

The NIRD is the government's national coordinating body for rural development training and Project management. In conjunction with state ministries of rural development it oversees the functioning of state institutes of rural development. NIRD houses a Panchayati Raj cell which issues publications and evaluates the status of Panchayati Raj development projects in a few states, especially Karnataka.

Nature of work: Monitoring and commentary, Training  
Substantive focus: Rural development  
Audience: State and central governments, Research institutions  
Methodology: Community level projects, Field and secondary research, Reports and studies  
Funding: Government grants

*Bihar*
5. **Adithi**  
2/30 State Bank Colony 2  
Jagdeopath, Bailey Road  
Patna 800014  
Tel: 0612-284832  
Fax: 0612-283018  

*Ms. Viji Srinivasan*

Adithi works on gender and livelihoods issues throughout Bihar. It organizes women into Collectives engaged in various income generating activities that help them play a larger role in village level decision making. Adithi also runs training programs on women’s legal rights and researches and publishes studies on disadvantaged women’s issues.  

**Nature of work:** Advocacy and policy debate, Implementation support, Research, Training  
**Substantive focus:** Gender, Livelihoods  
**Audience:** Interested publics, Research institutions, State and central governments, Village communities  
**Methodology:** Community level projects, Field and secondary research, Meetings and workshops, Reports and studies  
**Funding:** Donor assistance, Government grants, NGO grants.

6. **Center for Communication Resources Development**  
Shyama Bhavan  
West Boring Canal Road  
Patna 800001  
Tel: 0612-264858  
Fax: 0612-233309  

*Dr. B.K. Sinha*

CENCORED is engaged in training and community development projects throughout Bihar, with a focus on micro planning. It works closely with tribal populations and organizes mock Panchayats to create awareness about PRI’s in a state where elections have not been held for several years. The organization maintains an extensive publications cell and networks other Bihar-based groups working on Panchayati Raj.  

**Nature of work:** Implementation support, Outreach, Training  
**Substantive focus:** Livelihoods, Local governance  
**Audience:** NGOs, Village communities  
**Methodology:** Community level projects, Information dissemination, Meetings and workshops  
**Funding:** Government grants, NGO grants.
7. **Lok Jagriti Kendra**  
PO Madhupur  
District Deogarh 815353  
Tel: 06438-24562

*Mr. Arvind Kumar*

Lok Jagriti Kendra works at the community level on rural development, especially resource management. It seeks to strengthen village level organizations including Panchayats to take more effective part in managing community resources for sustainable development. It also seeks to enhance participation by tribal populations in Panchayats and other local decision making forums.

Nature of work: Advocacy and policy debate, Implementation support, Training  
Substantive focus: Livelihoods, Natural resources  
Audience: NGOs, Village communities  
Methodology: Community level projects, Reports and studies  
Funding: Private donations

8. **PRAXIS**  
12 Pataliputra Colony  
Patna 800013  
Tel. and Fax: 0612-262027

*Mr. Somesh Kumar*

PRAXIS is a wing of Action Aid Bihar dedicated to research and outreach on participatory rural development. It disseminates literature on PRA, micro planning, and local resource management, among others. PRAXIS is working with village communities to better understand local decision making processes and constraints and to share these learning’s more widely.

Nature of work: Monitoring and commentary, Outreach, Research  
Substantive focus: Natural resources, Community participation  
Audience: NGOs, Research institutions  
Methodology: Field and secondary research, Information dissemination, Reports and studies  
Funding: Donor assistance

9. **Shramjivi Unnayan**  
Village and PO Gobarghusi  
Jamshedpur  
District Singhbhum 832105  
Tel: 0657-434630
Mr. Pranab Choudhury

Shramjivi Unnayan works in south Bihar on women and livelihood issues in the context of Panchayati Raj. A specific project focuses on tribal groups in the Chhota Nagpur area. The organization emphasizes the role of village level organizations in promoting enterprise development, micro-credit and income generation programs for women.

Nature of work: Implementation support, Training
Substantive focus: Gender, Livelihoods
Audience: NGOs, Village communities
Methodology: Community level projects, Meetings and workshops
Funding: NGO grants, Private donations

Delhi

10. Association of Voluntary Agencies for Rural Development
5 Institutional Area
Deen Dayal Upadhyay Marg New Delhi -110002
Tel: 3234690
Fax: 3232501

Dr. B. Mishra

AVARD is a network of several Gandhian organizations across India engaged primarily with the issue of village self-reliance. It works with its partners (mostly small, local NGOs) on issues of food security and economic self-reliance at the village level. It is active in northern states and is a member of various international NGO coalitions.

Nature of work: Advocacy and policy debate, Implementation support
Substantive focus: Education, Health, Livelihoods, Natural resources
Audience: NGOs, State and central governments, Village communities
Methodology: Community level projects, Meetings and workshops, Reports and studies
Funding: Donor assistance, Private donations

11. Centre for Women’s Development Studies
25 Bhai Vir Singh Marg New Delhi -110001
Tel: 3345530
Fax: 3346044

Dr. Kumud Sharma

CWDS seeks to enhance women’s participation in community development and village political life. It works in north and east India to encourage women to participate in Panchayats and gram Sabhas and to assist in
developing policy measures to facilitate these changes. CWDS also disseminates informational materials on women and civic participation.

Nature of work: Advocacy and policy debate, Implementation support, Outreach
Substantive focus: Gender
Audience: NGOs, State and central governments, Village communities
Methodology: Community level projects, Field and secondary research, Meetings and workshops, Reports and studies
Funding: Government grants, Private donations

12. **Churches Auxiliary for Social Action**
Rachna Building
2 Rajendra Place
Pusa Road New Delhi -110008
Tel: 5715498
Fax: 5715538

**Mr. J.K. Michael**

CASA works with village communities on a range of development programs in which Panchayati Raj issues are gradually being integrated. Rural livelihoods and resource management are emphasized in CASA’s programs and the organization conducts research, public outreach, and advocacy campaigns on these themes.

Nature of work: Advocacy and policy debate, Implementation support, Outreach, Research
Substantive focus: Health, Livelihoods, Natural resources, and rural development
Audience: Interested publics, NGOs, Research institutions, Village communities
Methodology: Community level projects, Field and secondary research, Information dissemination, Reports and studies
Funding: Government grants, NGO grants

13. **Indian Social Institute**
10 Institutional Area
Lodi Road New Delhi -110003
Tel: 4625015
Fax: 4690660

**Dr. A. Padmavati**

ISI is a long-standing research and community development institution. Its Panchayati Raj
activities focus on the role of PRI’s in promoting primary education and basic health care. It also serves as a discussion forum among NGOs, researchers, and government agencies on development and governance issues. ISI also maintains a publications cell to reach the results of its work to the wider community.

Nature of work: Monitoring and commentary, Outreach, Research,
Substantive focus: Education, Health, and Social justice
Audience: Interested publics, NGOs, Research institutions, State and central governments
Methodology: Field and secondary research, Meetings and workshops, Reports and studies
Funding: Government and private grants

Maidan Garhi New Delhi - 110068
Tel: 6962313
Fax: 6855102

Professor M. Aslam

IGNOU runs a distance-education program on Panchayati Raj for village communities and NGOs. It produces educational and training materials and organizes periodic study courses. These materials courses focus on the Panchayats role in village development and on specific issues such as the reservation of seats for women in PRI’s.

Nature of work: Training
Substantive focus: Education, Gender, Health, Livelihoods, and Local governance
Audience: NGOs, Village communities
Methodology: Community level projects, Information dissemination
Funding: Government grants

15. Institute of Social Sciences
8 Nelson Mandela Road New Delhi - 110070
Tel: 6121902
Fax: 6185343

Dr. George Mathew

ISS is a leading research center working on PRI’s and issues of rural and urban governance and decentralization. It maintains a separate office in south India and disseminates frequent reports and updates on the status of PRI’s nationwide. It also monitors state compliance with the 73rd Amendment. ISS serves as a clearinghouse for information on Panchayati Raj besides commissioning its own studies. ISS staff frequently writes for national newspapers and magazines on devolution issues.
Nature of work: Advocacy and policy debate, Monitoring and commentary, Outreach, Research
Substantive focus: Local governance
Audience: Interested publics, NGOs, Research centers, State and central governments
Methodology: Field and secondary research, Information dissemination, Meetings and Workshops, Reports and studies
Funding: Donor assistance, Fees, Government grants

16. Institute for Social Studies Trust
Habitat Centre, East Court, Zone 6
Lodi Road New Delhi -110003
Tel: 4647873
Fax: 4648724

Dr. Swapna Mukhopadhyay
ISST maintains offices in New Delhi and Bangalore focusing on women and PRI’s. It collects and disseminates information on women’s participation in Panchayati Raj and also organizes workshops and meetings on this theme. ISST also conducts a number of training programs for women Panchayat members in southern states.
Nature of work: Outreach, Research, and Training
Substantive focus: Gender
Audience: NGOs, Research institutions
Methodology: Field and secondary research, Information dissemination, Meetings and workshops, Reports and studies
Funding: Donor assistance, Private donations

17. Nirantar
B64 Sarvodaya Enclave New Delhi - 110017
Tel: 6966334
Fax: 6517726

Ms. Renuka Mishra
Nirantar promotes rural women’s education and political participation. It is active in north India where it focuses on the development of training methods and materials for poor women and on integrating women’s needs and concerns into wider rural development projects. Nirantar also supports the production of audio-visual materials on women and Panchayati Raj.
Nature of work: Advocacy and policy debate, Implementation support, Training
Substantive focus: Gender
Audience: NGOs, Village communities
Methodology: Community level projects, Information dissemination
Funding: Donor assistance, Government grants, NGO grants

18. Rajiv Gandhi Foundation  
Jawahar Bhawan  
Raisina Road New Delhi -110001  
Tel: 3755117  
Fax: 3755119

Mr. O.P. Rehan
The Foundation has set up a Panchayati Raj task force to monitor the implementation of the 73rd Amendment across the country and to suggest improvements in PRI functioning. The task force has brought out several reports on Panchayati Raj in different parts of the country and works to build greater awareness and understanding of PRI-related issues.
Nature of work: Advocacy and policy debate, Monitoring and commentary, Outreach
Substantive focus: Local governance
Audience: Interested publics, NGOs, State and central governments
Methodology: Field and secondary research, Information dissemination, Meetings and seminars
Funding: Donor assistance, Government grants

19. Society for Participatory Research in Asia (PRIA)  
42 Tughlakabad Institutional Area New Delhi -110062  
Tel: 6981908  
Fax: 6980183

Mr. Chandan Datta
PRIA houses a Panchayati Raj wing that collects and disseminates information on PRI's and implements micro planning and other development projects for PRI's with partners in other states. The Panchayati Raj group also supports research on Panchayati Raj, devolution, and civil society and serves as a clearinghouse for primary research conducted by its partners in different states. PRIA also organizes regular workshops in which groups working on Panchayati Raj are brought together to share information and learn more about new techniques and ideas in participatory development.
Nature of work: Implementation support, Monitoring and commentary, Outreach, Research
Substantive focus: Local governance, Natural resources, Community participation
Audience: NGOs, Research institutions, State and central governments
Methodology: Field and secondary research, Meetings and workshops, Reports and studies
Funding: Donor assistance, Fees, Government grants
20. **Voluntary Action Network India**  
H17/1 Malviya Nagar New Delhi -110017  
Tel: 6428369  
Fax: 6220674

*Mr. Anil Singh*

VANI is a network of voluntary associations throughout India with affiliates in various states of which the Uttar Pradesh branch is directly engaged with Panchayati Raj issues. VANI’s own involvement focuses on facilitating meetings among NGOs working on participation and community development and disseminating information and learning’s gained from these networking opportunities.

**Nature of work:** Monitoring and commentary  
**Outreach**  
**Substantive focus:** Community participation  
**Audience:** Interested publics, NGOs  
**Methodology:** Information dissemination, Meetings and workshops  
**Funding:** Fees, NGO grants

21. **Voluntary Health Association of India**  
40 Qutab Institutional Area New Delhi -110016  
Tel: 6568071  
Fax: 4676377

*Mr. D.C. Bhatt*

VHAI has conducted a pilot program in six states to investigate the links between Panchayats, NGOs, and state ministries in the provision of basic rural health care services. The project has emphasized the role of the Panchayats in targeting service provision to local needs and in holding service providers accountable. VHAI has also participated in forums of groups working on Panchayati Raj to share learning’s on PRI’s and rural development.

**Nature of work:** Implementation support, Monitoring and commentary  
**Health**  
**Audience:** NGOs, State and central governments, Village communities  
**Methodology:** Field and secondary research, Meetings and workshops  
**Funding:** Donor assistance, Government grants, NGO grants

**Gujarat**

22. **Aga Khan Rural Support Programme (India)**  
Choice Premises  
Swastik Cross Road

© Copyright - Shodhana Consultancy Pvt. Ltd.  Visit us at [www.shodhana.org](http://www.shodhana.org)
AKRSP (I) is part of the Aga Khan Development Network, and is engaged in a range of rural development projects in western India, focused on natural resource development. It works through community organizations of various kinds, and has a clear focus on gender. It has begun to work with Panchayats. It conducts action research on local development needs, is involved in several NGO networks, and attempts to influence government policy in key areas. It provides support and capacity building to other NGOs and development organizations through its outreach AKRSP (I) Services.

Nature of work: Implementation, support, monitoring, research and commentary.

Substantive focus: Rural Development, Natural Resource Management, Gender (particularly with PRI’s) and support services.

Audience: NGOs, State and Central Governments, Research Institutions, Funding Agencies.

Methodology: Community level projects, PRA, field and secondary research, meetings and workshops, reports and studies.

Funding: Donor assistance, government grants, and income from own Corpus Fund investment.

DISHA’s work on PRI’s focuses on enhancing women’s participation in these bodies and on improving Panchayat resource mobilization and allocation capacities. DISHA conducts Panchayati Raj training programs in west and south India and works with NGOs on increasing awareness about budget and resource issues.

Nature of work: Advocacy and policy debate Outreach, Training

Substantive focus: Finances, Gender

Audience: NGOs, Village communities

Methodology: Information dissemination, Meetings and workshops, Reports and studies

Funding: Donor assistance, Fees, NGO grants, Private donations
24. **Foundation for Public Interest**

412 Sakar Building
Ashram Road
Ahmedabad 380009
Tel: 079-6583607
Fax: 079-6582962

*Mr. Mihir Bhatt*

FPI engages in research and evaluation of decentralization and local governance in Gujarat. Its Panchayati Raj work monitors the status of state PRI legislation, the effectiveness of these bodies in meeting local development needs, and Panchayat-government relations. FPI circulates its studies widely and its staff participates in public awareness creation programs on local government service provision.

Nature of work: Monitoring and commentary, Outreach, Research

Substantive focus: Local governance, Community participation

Audience: Interested publics, NGOs, Research institutions, State and central governments

Methodology: Field and secondary research, Meetings and workshops, Reports and studies

Funding: Donor assistance, Government grants, and NGO grant

25. **Gram Vikas Trust**

Dwarka
Jamnagar 361335
Tel: 02842-34791

*Professor D.S. Kher*

Gram Vikas Trust is active in several Gujarat districts on issues of Panchayati Raj and rural development. It focuses on natural resource management and basic rural service provision. It also trains elected members on community development issues.

Nature of work: Implementation support, Training

Substantive focus: Education, Health, and Natural resources

Audience: Village communities

Methodology: Community level projects, Information dissemination

Funding: Government grants

26. **Unnati**

G1 200 Azad Society
Raksha Apartments
Ahmedabad 380015
Tel: 079-6746145
Fax: 079-6743752
Mr. Binoy Acharya
Unnati is an outreach and advocacy organization working primarily on gender and development issues. Its Panchayati Raj-related work emphasizes the role of women in gram Sabhas and Panchayats and the organization trains village women and elected members to participate more effectively in these bodies. Unnati also networks with other NGOs working on this issue to build awareness about women and Panchayati Raj.
Nature of work: Advocacy and policy debate, Outreach, Research, Training
Substantive focus: Gender, Community participation
Audience: NGOs, State and central governments, Village communities
Methodology: Community level projects, Information dissemination, Meetings and workshops
Funding: Government grants, NGO grants, Private donations

Haryana

27. Centre for Advancement of Village Economy
Dhara Village
PO Salhavas
Jhajjar 123404

Mr. Roshan Lal Jakhar
CAVE is a training and networking organization that works with gram Sabhas throughout Haryana. It runs village information centers that disseminate information on Panchayati Raj and serve as training venues. CAVE also facilitates meetings among government representatives, gram Sabhas, and elected Panchayat members.
Nature of work: Outreach, Training
Substantive focus: Local governance, Community participation
Audience: State and central governments, Village communities
Methodology: Information dissemination, Meetings and workshops
Funding: NGO grants

28. Chetna Shiksha Samiti
Village and PO Sehlang
District Mahendragarh 123573
Mr. Prakash Arya
Chetna Shiksha Samiti is led by a Panchayat Samiti (second tier) representative and focuses on building awareness in local communities on Panchayati Raj issues. It also conducts research on Panchayat led development activities and facilitates dialogue between Panchayats and block level government officials.

Nature of work: Outreach, Research
Substantive focus: Education, Local governance,
Audience: State and central governments, Village communities
Methodology: Information dissemination, Meetings and workshops
Funding: NGO grants

30. **Haryana Institute of Public Administration**
    Plot 76, Sector 18 HIPA Complex
    Gurgaon 122001
    Tel: 913-345778
    Fax: 913-340413

*Dr. Suresh Mishra*

HIPA is a government institute that provides training services to administrators and Panchayat members on several issues. Specific training modules have been devised on decentralized planning, women and Panchayati Raj, and natural resource management. HIPA also maintains an extensive publications wing.

Nature of work: Outreach, Training
Substantive focus: Gender, Local governance, Natural resources
Audience: State and central governments, Village communities
Methodology: Information dissemination, Meetings and workshops
Funding: Government grants

31. **Social Centre for Rural Initiative and Advancement**
    Village Khori
    District Rewari 123101

*Mr. Sundarlal*

SCRIA trains women Panchayat members and builds awareness on women’s political participation among local communities. It also networks with other NGOs working on gender issues in Haryana and with women’s cooperative organizations.

Nature of work: Advocacy and policy debate, Training
Substantive focus: Gender
Audience: NGOs, Village communities
Methodology: Community level projects, Meetings and workshops
Funding: Donor assistance

32. **Society for Rural Economy and Technology**  
   Village Deepalpur  
   Rewari District 123401

*Mr. Sardar Singh*

SRET seeks to place Panchayats at the center of village development programs. It works with these bodies to implement income generation, micro planning, and natural resource management projects. It provides Panchayat members with specialized training on these issues and builds awareness on these issues through outreach programs.

Nature of work: Implementation support, Outreach, Training
Substantive focus: Livelihoods, Local governance, Natural resources
Audience: NGOs, Village communities
Methodology: Community level projects, Information dissemination, Meetings and workshops
Funding: NGO assistance, Private donations Himachal Pradesh

33. **Chinmaya Tapovan Trust**  
   Sidhabari  
   Kangra District 176057  
   Tel: 01892-22180  
   Fax: 01892-24356

*Dr. Kshama Metre*

CTT is an activist organization working on a range of rural development projects focusing on women’s needs. It organizes village women to participate in gram Sabha and Panchayat meetings, and conducts awareness-building meetings with local communities and NGOs. It also publishes a newsletter and disseminates PRI-related information throughout the state.

Nature of work: Advocacy and policy debate Outreach, Training
Substantive focus: Gender, Livelihoods
Audience: NGOs, State and central governments, Village communities
Methodology: Community level projects, Information dissemination, Meetings and workshops
Funding: Donor assistance
**Himachal Pradesh**

34. **Himachal Pradesh Institute of Public Administration**  
Fairlawns  
Simla 171005  
Tel. and Fax: 0577-242855

_Mr. S.S. Chandel_

HPIPA supervises two Panchayati Raj resource and training institutes that train elected Panchayat members at all three levels as well as Panchayat secretaries, district administrators, and state government officials. Training curricula address questions of Panchayat powers and responsibilities, and of resource mobilization and local development needs.

**Nature of work:** Training  
**Substantive focus:** Finances, Local governance  
**Audience:** State and central governments, Village communities  
**Methodology:** Information dissemination, Meetings and workshops  
**Funding:** Government grants

35. **Lok Kalyan Mandal**  
Theog  
District Shimla 175027  
Tel: 01783-22550  
Fax: 01783-37500

_Mr. Paras Ram Ramesh_

Lok Kalyan Mandal is a research and training organization active in several districts. Its training work focuses on encouraging civic participation and on energizing gram Sabhas. The organization also conducts action-research projects on ways to make Panchayats more accountable and effective in service delivery.

**Nature of work:** Research, Training  
**Substantive focus:** Local governance  
**Audience:** NGOs, Village communities  
**Methodology:** Community level projects, Field and secondary research, Reports and studies  
**Funding:** NGO grants, Private donations

36. **Society for Advancement of Village Economy**  
VPO Sainj  
District Kullu 175134
Mr. Iqbal Singh Koundal

SAVE works with village communities on natural resource and Panchayati Raj issues. It helps Panchayats implements income generation and entrepreneurship development projects that sustainable utilize local resources. It also works with other NGOs to conduct outreach and awareness building activities on these themes.

Nature of work: Implementation support, Outreach
Substantive focus: Livelihoods, Natural resources
Audience: NGOs, Village communities
Methodology: Community level projects, Information dissemination
Funding: NGO grants, Private donations

37. Social Upliftment Through Rural Action
Jagjit Nagar
District Solan 173225
Tel: 01792-83725
Fax: 01792-83734

Mr. Subhas Mendhapurkar

SUTRA is one of Himachal Pradesh’s largest NGOs working on Panchayati Raj issues. It conducts PRI training programs for village communities and focuses on the role of Panchayats in securing women’s needs, particularly social justice. SUTRA also conducts a variety of outreach and information dissemination activities for local communities, NGOs, and government.

Nature of work: Advocacy and policy debate Outreach, Training
Substantive focus: Gender, Local governance, and Social justice
Audience: NGOs, State and central governments, Village communities
Methodology: Community level projects, Information dissemination, Meetings and workshops
Funding: Donor assistance, Government grants, NGO grants Karnataka

Karnataka

38. Asian Institute for Rural Development
4032, 28th Cross, 17th Main
Banashankari 2nd Stage
Bangalore 560070
Tel: 080-679911
Dr. B.K. Chandrashekhar
AIRD is engaged in an effort to map the extent to which Karnataka’s state Panchayati Raj act mirrors the provisions of the 73rd Amendment. The intention is to uncover both where state practices improve on national legislation and where they work to its detriment. The end product is expected to help shed light on Panchayati Raj legislation in Karnataka and nationwide and how the legislative process can be refined to benefit PRI's.
Nature of work: Monitoring and commentary, Research
Substantive focus: Local governance
Audience: Interested publics, Research institutions, State and central governments
Methodology: Secondary research
Funding: Donor assistance

39. Center for Budget and Policy Studies
SV Complex, 1st Floor
55 KR Road
Basavanagudi
Bangalore 560004
Tel: 080-6671756
Fax: 080-6618401

Dr. Vinod Vyasulu
CBPS works on Panchayats and financial devolution. It has conducted surveys of social sector expenditures in Karnataka and the manner in which these are channeled through Panchayats. It is now working to make development budgets more accessible and accountable to Panchayats and to broaden awareness on Panchayats and resource mobilization.
Nature of work: Advocacy and policy debate, Monitoring and commentary, Research
Substantive focus: Finances, Local governance
Audience: Interested publics, NGOs, Research institutions
Methodology: Field and secondary research, Reports and studies
Funding: Donor assistance, Fees

40. Federation of Voluntary Agencies for Rural Development
44 New Bamboo Bazaar Road
Cantonment
Bangalore 560051
Tel. and Fax: 080-561503
Mr. T.K. Jose

FEVORD is a network of several Karnataka-based NGOs and provides a forum for them to share experiences and to develop advocacy strategies. FEVORD has coordinated a number of efforts by local NGOs to enhance Panchayat autonomy and effectiveness. FEVORD works particularly closely with women and tribal communities in Karnataka.

Nature of work: Advocacy and policy debate, Implementation support
Substantive focus: Education, Gender, and Livelihoods
Audience: NGOs, Village communities
Methodology: Community level projects, Meetings and workshops
Funding: NGO grants

41. India Development Services
Sadhankeri Road
Dharwad 580008
Tel: 0836-347207
Fax: 0836-748401

Ms. Shyamala Hiremath

India Development Services coordinates a program of activity linking Panchayats with village community health needs in North Karnataka. Special attention is given to women’s and reproductive health issues. The organization also focuses on disseminating information from its projects to other NGOs.

Nature of work: Implementation support, Outreach
Substantive focus: Gender, Health
Audience: NGOs, Village communities
Methodology: Community level projects, Reports and studies
Funding: Donor assistance, Private donations

42. Institute for Social and Economic Change
Nagarbhavi
Bangalore 560072
Tel: 080-3355468
Fax: 080-3387008

Dr. N. Sivanna

ISEC is a research institution housing a Panchayati Raj wing that conducts research studies on the history and status of Panchayati Raj in south India. It is also engaged in monitoring and evaluating a Panchayati Raj training project being conducted by Karnataka's State Institute of Rural Development. ISEC also publishes periodic reports on devolution and decentralization.
Dr. A.P. Kripa Mr. G.S. Ganesh Prasada
43, 1st Main, 1340, 3rd Main, 9th Cross
New Kalidasa Road Vivekanand Nagar
Vijaynagar 1st Stage Mysore 570023
Mysore 570017
Tel: 0821-510762
Fax: 0821-421550

Dr. Kripa coordinates an action-research project on building awareness about PRI's and Panchayat capacities in Karnataka. The project is being supervised by the Institute of Development Studies at Sussex University and covers issues such as information dissemination, NGO and Panchayat skill-building, and academic research on decentralization. Mr. Prasada is a doctoral student and Dr. Kripa’s research colleague.

Dr. Revathi Narayan
44. Mahila Samakhya
389 1st Cross, HAL Second Stage
Bangalore 560008
Tel: 080-5277471
Fax: 080-5297765

Mahila Samakhya Karnataka is a government-affiliated body that focuses on organizing village women to enhance their access to rights and resources. The organization encourages women to participate in Panchayat elections and provides elected members with training support. MS also networks organized women in different states to share experiences and learning.

Nature of work: Monitoring and commentary, Research
Substantive focus: Livelihoods, Local governance, Natural resources
Audience: NGOs, Research institutions, State and central governments
Methodology: Field and secondary research, Reports and studies
Funding: Donor assistance, Government grants

Nature of work: Outreach, Research, Training
Substantive focus: Gender, Natural resources, Community participation
Audience: NGOs, Research institutions, Village communities
Methodology: Field and secondary research, Meetings and workshops, Reports and studies
Funding: Donor assistance

Nature of work: Implementation support, Training
Substantive focus: Gender, Social justice
Audience: NGOs, Village communities
Methodology: Community level projects, Meetings and workshops
Funding: Government grants

45. **Public Affairs Centre**
578 16B Main, 3rd Cross, 3rd Block
Koramangala
Bangalore 560034
Tel: 080-5537260
Fax: 080-537260

*Dr. Suresh Balakrishnan*

PAC has developed new methodologies to assess the quality of urban and rural service delivery and governance systems. It also works with NGOs to develop specialized training modules for elected representatives focusing on efficient governance. PAC has an extensive documentation and research wing.

Nature of work: Monitoring and commentary, Research, Training

Substantive focus: Local governance

Audience: Interested publics, NGOs, Research institutions, State and central governments, Village communities

Methodology: Field and secondary research, Information dissemination, Reports and studies

Funding: Donor assistance, Fees, Government grants

46. **Rural Development Organisation**
Muddenahalli Village & PO
Kolar District 562101
Tel: 08156-78095

*Mr. N. Manjunath*

RDO is an activist organization focusing on Panchayats and the rights of disadvantaged communities, especially women. It organizes village women for training and awareness building sessions and works with other NGOs on issues of Panchayat transparency and accountability.

Nature of work: Advocacy and policy debate, Training

Substantive focus: Gender, Social justice

Audience: NGOs, Village communities

Methodology: Information dissemination, Meetings and workshops

Funding: Donor assistance
47. **SEARCH**
   219/26, 6th Main, 4th Block
   Jayanagar
   Bangalore 560011
   Tel: 080-644226
   Fax: 080-6635361

   **Mr. F. Stephen**
   SEARCH is a leading training and outreach organization working on a variety of community development issues in south India. It facilitates peer exchange and mutual learning activities among Panchayat members from different districts and also works to increase NGO interests and capacity in Panchayati Raj. SEARCH also develops and disseminates new training modules and information on PRA and development indicators. 
   Nature of work: Outreach, Training
   Substantive focus: Community participation, Rural development
   Audience: NGOs, State and central governments, Village communities
   Methodology: Community level projects, Information dissemination, Meetings and workshops
   Funding: Donor assistance, Government grants, NGO grants

48. **Abdul Nazir Sab Karnataka State Institute of Rural Development**
   Lalitha Mahal Road
   Mysore
   Tel: 08512-47732
   Fax: 08512-520906

   **Mr. K. Sundar Naik**
   The Karnataka SIRD trains gram Panchayat members on livelihood and economic development issues. It emphasizes the planning and implementation of village level development projects and works with NIRD and ISEC to prepare evaluations of how training efforts can most effectively respond to this need. 
   Nature of work: Implementation support, Training
   Substantive focus: Livelihoods, Natural resources
   Audience: Village communities, Research institutes, State and central governments
   Methodology: Community level projects, Meetings and workshops, Reports and studies
   Funding: Government grants
Kerala

49. **Arsha Bharath**
   Nathemkunni
   Wayanad 673577
   Tel: 04936-82500

*Mr. M. Augustine*

Arsha Bharath focuses on micro planning and participation in several Kerala districts. It conducts capacity building programs for NGOs and Panchayats to address local development needs. The organization also conducts training and orientation programs for elected members and awareness generation campaigns about PRI’s.

Nature of work: Implementation support, Outreach, Training

Substantive focus: Local governance, Community participation

Audience: NGOs, Village communities

Methodology: Community level projects, Information dissemination, Meetings and workshops

Funding: NGO grants

50. **Forum for Rural Environment and Economic Development**
   Near Mattancherry
   Alappuzha 688007
   Tel: 0477-260032

*Mr. P.J. Mathew*

FREED works on the intersections among rural livelihoods, income generation, and Panchayati Raj. It conducts action-research projects, organizes and trains gram Sabhas, and disseminates information on financial resource mobilization in PRI’s. FREED also works with government officials to refine district and village level development plans.

Nature of work: Implementation support, Outreach, Research, Training

Substantive focus: Finances, Livelihoods, Local governance

Audience: Research institutions, State and central governments, Village communities

Methodology: Community level projects, Field and secondary research, Information dissemination, Meetings and workshops

Funding: Government grants, NGO grants
51. **Grama Vikasana Samiti**  
PO Kamballoor  
Kasargode 670511  
Tel: 0499-75318

*Mr. K.P. Narayanan*

GVS works on PRI’s and rural development with an emphasis on building Panchayat skills to identify and implement appropriate local development projects. It works with Panchayat members to carry out development plans and also attempts to build awareness in local communities about participation in Panchayat elections and gram Sabha meetings. GVS also campaigns for greater political and administrative devolution to PRI’s.

**Nature of work:** Advocacy and policy debate, Implementation support  
**Substantive focus:** Rural development  
**Audience:** Village communities, State and central governments  
**Methodology:** Community level projects  
**Funding:** Donations

52. **Kerala Institute of Local Administration**  
PO Mulamkunnathukavu  
Thrissur 680581  
Tel: 0487-721768  
Fax: 0487-721312

*Mr. V. Ramakrishnan*

KILA is the Kerala government’s nodal training and research institute for decentralization and local administration. It is involved with a range of PRI related programs including training of elected members and government officials, research on financial and administrative devolution, and documentation of Panchayat best practices.

**Nature of work:** Monitoring and commentary, Research, Training  
**Substantive focus:** Local governance  
**Audience:** Interested publics, Research institutions, State and central governments  
**Methodology:** Field and secondary research, Meetings and workshops, Reports and studies  
**Funding:** Government grants

53. **Kerala Shastra Sahitya Parishad**  
Parishad Bhavan  
Vanchiyoor  
Trivandrum 695035  
Tel: 0471-460256
Dr. M. Parmeswaran

KSSP is a well-known organization focusing on administrative and financial devolution in Kerala. It has mapped Panchayat level resources in several districts and is now using this information to help district planning committees more effectively target their village level development plans. KSSP also maintains an extensive documentation center.

Nature of work: Monitoring and commentary, Research
Substantive focus: Natural resources, Community participation
Audience: NGOs, Research institutions, State and central governments
Methodology: Field and secondary research, Meetings and workshops, Reports and studies
Funding: Government grants

54. Sahayi
TC5/789 Perookada PO
Trivandrum 695005
Tel: 0471-434664
Fax: 0471-431347

Mr. G. Placid

Sahayi conducts action-research and training programs for rural communities in southern Kerala with a focus on PRI’s and natural resources. Recently, it has begun to work with Panchayats on the development of community microplans. Sahayi also serves as a coordinator for meetings that bring together community service organizations to exchange information and build skills to work with Panchayats.

Nature of work: Implementation support, Research, Training
Substantive focus: Natural resources
Audience: NGOs, Village communities
Methodology: Community level projects, Field and secondary research, Meetings and workshops
Funding: NGO grants, Donations

55. Shreyas
Post Bag 7, Sulthan Bathery
Wayanad 673592
Tel. and Fax: 0493-620479

Mr. M.M. Joseph

Shreyas is an activist organization working on Panchayats and natural resources, particularly water resources. It works with village communities to develop and implement local resource management and
income generation schemes and facilitates peer exchange and learning visits among Kerala Panchayats working on these issues.

Nature of work: Advocacy and policy debate, Implementation support
Substantive focus: Finances, Natural resources
Audience: Village communities
Methodology: Community level projects, Information dissemination
Funding: NGO grants, Donations Madhya Pradesh

Madhya Pradesh

56. Eklavya
E1/25 Arera Colony
Bhopal 462016
Tel: 0755-563380
Fax: 0755-567552

Mr. Anwar Jaffrey
Eklavya works on primary education and Panchayati Raj in several districts of Madhya Pradesh. It has been closely involved with the state government's efforts to make primary schools more accountable to Panchayats and also works on public health issues. Eklavya maintains a publications and information dissemination cell on issues related to basic education in Madhya Pradesh
Nature of work: Implementation support, Outreach, Training
Substantive focus: Education
Audience: NGOs, State and central governments, Village communities
Methodology: Community level projects, Information dissemination, Reports and studies
Funding: Government grants

57. Madhya Pradesh Institute of Social Science Research
20 Mahashweta Nagar
Ujjain 456010
Tel: 0734-510978
Fax: 0734-512450

Dr. R.S. Gautam
The MPISSR conducts action-research projects on aspects of rural development and PRI’s in Madhya Pradesh. It has advised the state government on the implementation education and health related initiatives in state Panchayats and subsequently evaluated their impact. It also trains elected members and organizes seminars and workshops on local governance in the state.
Nature of work: Monitoring and commentary, Research, Training
Substantive focus: Education, Health, Local governance, and rural development
Audience: Research Institutions, State and central governments
Methodology: Field and secondary research, Meetings and workshops, Reports and studies
Funding: Fees, Government grants

58. **Mahatma Gandhi State Institute of Rural Development**  
Adhartal  
Jabalpur 340684  
Tel. and Fax: 0761-340864

*Dr. A.K. Singh*

The Mahatma Gandhi Institute focuses on providing training, research, and consulting support to the state government’s Panchayati Raj programs. It works with elected representatives and district administrators on devolution issues. It also seeks to build NGO capacities to engage more effectively with Panchayats and to disseminate information about PRI’s and rural development more widely.

**Nature of work:** Outreach, Research, and Training  
**Substantive focus:** Local governance, Community participation, Rural development  
**Audience:** NGOs, State and central governments, Village communities  
**Methodology:** Information dissemination, Meetings and workshops  
**Funding:** Government grants

59. **Prabhas**  
Bhatti Road  
Kedarpur  
Sarguja  
Tel: 07774-20625

*Mr. Anil Kumar*

Prabhas works with tribal Panchayats on a range of development programs and Panchayati Raj issues. It runs training programs for gram Sabhas and elected members with an emphasis on credit and savings and on micro planning for rural development.

**Nature of work:** Advocacy and policy debate, Training  
**Substantive focus:** Livelihoods, Rural development  
**Audience:** NGOs, Village communities  
**Methodology:** Community level projects, Information dissemination  
**Funding:** NGO grants, Private donations
60. **Samarthan**  
E7/81 Arera Colony  
Bhopal 462016  
Tel: 0755-567625  
Fax: 0755-568663  

**Dr. Yogesh Kumar**  
Samarthan researches and evaluates PRI’s throughout Madhya Pradesh. It focuses on micro planning and livelihoods issues and maintains a documentation and publications wing to disseminate its research. It also works with the state government on participation and community development and networks smaller, local NGOs.  
Nature of work: Monitoring and commentary, Research  
Substantive focus: Education, Livelihoods, Community participation  
Audience: NGOs, Research institutions, State and central governments  
Methodology: Field and secondary research, Meetings and workshops, Reports and studies  
Funding: Donor assistance, Fees, Government grants, NGO grants

61. **Srijan Kendra**  
Village and PO Ubhra  
District Bilaspur 495688  

**Mr. Murlidhar Chandran**  
Srijan Kendra focuses on training Panchayat members and on helping gram Sabhas devise and implement local development plans. It emphasizes agricultural and natural resource management and works to involve Panchayats in state primary education programs. It also conducts information dissemination and awareness building programs.  
Nature of work: Implementation support, Training  
Substantive focus: Education, Natural resources  
Audience: NGOs, Village communities  
Methodology: Community level projects, Information dissemination  
Funding: NGO grants

62. **Tarun Sanskar**  
1784 Ranjhi  
Jabalpur 482005  
Tel: 0761-32045  
Fax: 0761-330881
Dr. V.P. Chaturvedi

Tarun Sanskar works with Panchayats on livelihood and community development issues. It seeks to build capacities in Panchayats and gram Sabhas to initiate participatory development projects and to better assess outcomes. Tarun Sanskar also lobbies for greater Panchayat autonomy and serves as an information clearinghouse on state PRI’s.

Nature of work: Advocacy and policy debate, Implementation support, Outreach
Substantive focus: Livelihoods, Community participation, rural development
Audience: NGOs, State and central governments, Village communities
Methodology: Community level projects, Information dissemination, Meetings and workshops
Funding: Government grants, NGO grants

63. Xavier Institute of Development Studies and Action
Sneh Sadan Campus
599 South Civil Lines
Jabalpur 482001
Tel: 0761-326843
Fax: 0761-326341

Dr. Michael V d. Bogaert

XIDAS works with tribal and other disadvantaged communities in Madhya Pradesh to encourage their greater participation in village level decision making. It conducts awareness-building campaigns and presses for greater representativeness in village Panchayats. XIDAS also researches and documents the status of PRI’s in the state.

Nature of work: Advocacy and policy debate, Outreach, Research
Substantive focus: Community participation, Social justice
Audience: State and central governments, Village communities
Methodology: Community level projects, Field and secondary research, Information dissemination
Funding: Private donations Maharashtra

Maharashtra

64. Aalochana
Kedar Bungalow, Kanchangalli
Erandwana
Pune 411004
Tel. and Fax: 0212-344122
Ms. Medha Kotwal Lele

Aalochana works to increase women's participation in PRI's and to make these bodies more gender-sensitive in their functioning. A particular emphasis is placed on the role of Panchayats in securing women's rights to social justice and legal services. Aalochana uses a variety of training and awareness building methods to organize women and disseminates the results of its work to other NGOs in Maharashtra and nationwide.

Nature of work: Advocacy and policy debate Outreach, Training

Substantive focus: Gender, Social justice

Audience: NGOs, State and central governments, Village communities

Methodology: Community level projects, Information dissemination, Reports and studies

Funding: Donor assistance, Government grants, and Private donations

65. All India Institute of Local Self Governance

11 Horniman Circle
Botawala Building Fort
Mumbai 400023
Tel: 022-2661910
Fax: 022-6288790

Mr. Ranjit Chavan

The AIIILSG is a national level institution that works principally on urban governance and public administration but also has some interest in rural governance. The institute maintains and information and documentation center on decentralization, conducts research on a range of devolution issues, and networks with elected representatives, NGOs, and government officials. It also runs training and refresher courses through its centers across the country.

Nature of work: Monitoring and commentary, Outreach, Research, Training

Substantive focus: Local governance, Community participation, Rural development

Audience: Interested publics, NGOs, Research institutions, State and central governments

Methodology: Field and secondary research, Meetings and workshops, Reports and studies

Funding: Donor assistance, Fees, Government grants

66. Manavlok

Dhadpad
Ambajogai
Beed 431517
Tel: 02446-47217
Fax: 02446-47497
Dr. D.S. Lohiya
Manavlok focuses on women and political participation in Maharashtra. It seeks to build awareness among women about Panchayati Raj and trains women Panchayat members. Manavlok also collects and disseminates information about women’s issues and PRI’s.
Nature of work: Outreach, Training
Substantive focus: Gender
Audience: NGOs, Village communities
Methodology: Community level projects, Information dissemination
Funding: NGO grants, Private donations.

67. Society for Promotion of Area Resources Centres
Byculla Area Resource Centre
Meghraj Sethi Marg
Mumbai 400008
Tel: 022-3096730
Fax: 022-2851500

Ms. Sheela Patel
SPARC focuses on Panchayats and women’s livelihoods in Maharashtra. It conducts research and training projects and is also a leading coordinator of state NGOs and government agencies working on economic development and women. SPARC maintains a publications cell and also participates in reviewing legislation and policy implementation related to poor women in Maharashtra.
Nature of work: Monitoring and commentary, Outreach, Research
Substantive focus: Gender, Livelihoods
Audience: Interested publics, NGOs, Research institutions, State and central governments
Methodology: Field and secondary research, Meetings and workshops, Reports and studies
Funding: Donor assistance, Fees, Government grants, NGO grants

68. Vacha Charitable Trust
5 Bhavana, S.V. Road
Vile Parle (West)
Bombay 400056
Tel: 022-8363469

Ms. Sonal Shukla
Vacha works on gender and governance issues in Maharashtra and Gujarat. It conducts training and awareness building programs for rural women and seeks to enhance Panchayat capacities to respond to women’s needs, especially in the areas of reproductive health and rights.
Nature of work: Advocacy and policy debate, Outreach, Training
Substantive focus: Gender, Health, and Social justice
Audience: State and central governments, Village communities
Methodology: Community level projects, Information dissemination
Funding: Donor assistance, Government grants Orissa

Orissa

69. Agragamee
PO Kashipur
District Rayagada 765015

Mr. Achyut Das
Aragamee works with tribal populations in several Orissa districts to enhance their participation in state Panchayats. It also seeks to improve Panchayat accountability and representativeness and to link issues of governance and food security.
Nature of work: Advocacy and policy debate, Implementation support
Substantive focus: Community participation, rural development
Audience: State and central governments, Village communities
Methodology: Community level projects, Information dissemination
Funding: Government grants, Private donations

70. Centre for Youth and Social Development
E1 Institutional Area
Bhubaneshwar 751007
Tel: 0674-582377
Fax: 0674-583726

Mr. Jagadananda
CYSD trains Panchayat members and NGOs on issues of Panchayati Raj and community development. It maintains a network of centers throughout Orissa that organize district-level training programs, disseminate non-formal educational materials on PRI’s, and conduct research on local governance and civic participation issues.
Nature of work: Outreach, Research, and Training
Substantive focus: Education, Community participation
Audience: NGOs, Research institutions, Village communities
Methodology: Field and secondary research, Information dissemination, Reports and studies
Funding: Donor assistance, NGO grants

71. Gram Vikas  
   PO Mohuda  
   Behrampur  
   District Ganjam 760002  
   Tel: 0680-209755  
   Fax: 0680-209763

Mr. Joe Madiath
Gram Vikas works with local Panchayats on education, health, and livelihoods issues. It trains Panchayat members to implement development programs in these sectors and collaborates with other NGOs to conduct research and awareness creation activities. Gram Vikas also serves as a network node for NGOs working on governance in Orissa.
Nature of work: Implementation support, Outreach, Research
Substantive focus: Education, Health, Livelihoods, and Rural development
Audience: NGOs, Research institutions, State and central governments, Village communities
Methodology: Community level projects, Field and secondary research, Meetings and workshops, Reports and studies
Funding: NGO grants, Private donations

72. Institute for Socio-Economic Development  
   28 Dharma Vihar  
   Bhubaneshwar 751030  
   Tel: 0674-407072  
   Fax: 0674-470312

Mr. Balaji Pandey
ISED works with Panchayats and NGOs in several Orissa districts on the role of PRI’s in community development, with an emphasis on the role of tribal and other disadvantaged groups. ISED also disseminates audio-visual awareness building and training materials and is part of a network of institutions monitoring the status of Panchayati Raj in Orissa.
Nature of work: Implementation support, Monitoring and commentary, Outreach, Training
Substantive focus: Education, Gender, Health
Audience: NGOs, State and central governments, Village communities
Methodology: Information dissemination, Meetings and workshops, Reports and studies
Funding: Donor assistance, NGO grants, Private donations
Rajasthan
Rajasthan

73. Ankur Sansthan  
Village and PO Jhadol  
District Udaipur 313702  
Tel: 029591-22285

Mr. Mangila Purohit

Ankur Sansthan works with tribal communities and Panchayats in southern Rajasthan. It encourages women to participate in gram Sabha meetings and Panchayat elections and trains elected women representatives. Ankur Sansthan also advocates for greater administrative autonomy for Rajasthan’s tribals.

Nature of work: Advocacy and policy debate, Outreach, Training  
Substantive focus: Gender, Local governance  
Audience: State and central governments, Village communities  
Methodology: Information dissemination, Meetings and workshops  
Funding: NGO grants, Private donations

74. Indira Gandhi Panchayati Raj and Rural Development Institute  
Jawahar Lal Nehru Marg  
Jaipur 302015  
Tel: 0141-510575

Mr. Bhagirath Sharma

The Indira Gandhi Institute trains elected Panchayat members and government officials on Panchayati Raj and rural administration. It also conducts research on decentralization and rural development. The Institute maintains a publications wing and also networks with state administrators and Panchayat members.

Nature of work: Research, Training  
Substantive focus: Local governance, rural development  
Audience: Research institutions, State and central governments, Village communities  
Methodology: Field and secondary research, Meetings and workshops, Reports and studies  
Funding: Government grants

75. Gram Vikas Samiti  
79 Paniriyon ki Madri  
Udaipur 313001  
Tel: 0294-486246
Mr. Bansi Lal Garg

GVS is engaged in training and awareness building activities on Panchayati Raj in Udaipur and neighboring districts. It focuses on natural resources and education and works closely with tribal populations for whom it prepares and disseminates PRI information modules.

Nature of work: Outreach, Training
Substantive focus: Education, Natural resources
Audience: Village communities
Methodology: Community level projects, Information dissemination
Funding: Government grants

76. Magra Mewar Vikas Sansthan
Kalanatheda Village
Ajmer 305922
Tel: 01462-87547

Mr. Dhaneshwar Acharya

MMVS is engaged in building Panchayat capacities to engage in village development programs. It provides training to Panchayats in PRA and micro planning with a focus on natural resource management and public health. MMVS also houses a resource center to assist gram Sabhas in accessing information on various development programs.

Nature of work: Implementation support, Outreach, Training
Substantive focus: Health, Natural resources, Community participation, Rural development
Audience: NGOs, State and central governments, Village communities
Methodology: Community level projects, Information dissemination, Meetings and workshops
Funding: Government grants, NGO grants, Private donations

77. Seva Mandir
Fatehpura
Udaipur 313001
Tel: 0294-560951
Fax: 0294-560047

Mr. Ajay Mehta

Seva Mandir is engaged in linking Panchayats to natural resource management, rural poverty, and livelihoods issues. It conducts training and action-research projects and is credited with forward-looking research on community resource management in Rajasthan. Seva Mandir's target groups include tribal populations and women and it also works on a limited number of urban poverty issues.
Nature of work: Implementation support, Research, Training
Substantive focus: Livelihoods, Natural resources
Audience: NGOs, Village communities
Methodology: Community level projects, Field and secondary research, Reports and studies
Funding: NGO grants, Donations

78. **Shanti Maitri Mission**  
Pugal 334023  
Bikaner  
Tel: 01523-66033  
Fax: 01523-22324

*Mr. Kapil Gour*

SMM seeks to create support for Panchayati Raj in rural communities. It organizes outreach programs, conducts awareness building programs, and organizes village groups to press for greater Panchayat effectiveness. SMM also works to energize gram Sabhas and encourage women to participate in these bodies and in Panchayat elections.

Nature of work: Advocacy and policy debate Outreach
Substantive focus: Gender, Local governance, and Community participation
Audience: State and central governments, Village communities
Methodology: Information dissemination, Meetings and workshops
Funding: NGO assistance

79. **Society for Sustainable Development**  
Shah Inayat ki Khirkiyan  
Karauli 322241  
Tel: 07464-21065

*Mr. Arun Jindal*

SSD is engaged with natural resources and Panchayati Raj. It works with higher Panchayat tiers to bring about changes in resource management policies at the block and village levels. The organization is also setting up a Panchayat resource center at district headquarters.

Nature of work: Advocacy and policy debate, Outreach
Substantive focus: Natural resources
Audience: NGOs, Village communities
Methodology: Information dissemination, Reports and studies
Funding: NGO grants
Mr. Bhakter Solomon

Action Aid Tamil Nadu produces films and other outreach products designed to enhance community awareness about Panchayati Raj. It also conducts election-related training and community evaluation programs. Women are the principal target group of these projects.

Nature of work: Outreach, Training

Substantive focus: Gender, Community participation

Audience: NGOs, Village communities

Methodology: Information dissemination, Meetings and workshops

Funding: Donor assistance

Mr. R. Sampath

Assure works on women and Panchayati Raj issues in Tamil Nadu. It conducts training programs for rural women and men and also forms collectives to energize gram Sabhas. Assure also engages in outreach and awareness building efforts on PRI’s.

Nature of work: Outreach, Training

Substantive focus: Gender

Audience: Village communities

Methodology: Community level projects, Information dissemination

Funding: NGO grants
Mr. G. Palanithurai

The Gandhigram Trust incorporates a rural institute that conducts research and policy analysis on the state of Panchayati Raj in Tamil Nadu. It also conducts education and awareness building campaigns based on Gandhian ideas of village self-rule. The Trust maintains a publications and information dissemination wing.

Nature of work: Monitoring and commentary, Outreach, Research

Substantive focus: Education, Local governance, Rural development

Audience: NGOs, Research institutions, State and central governments, Village communities

Methodology: Community level projects, Field and secondary research, Reports and studies

Funding: Government grants, Private donations

83. Integrated Rural Development Trust

5D 1 Suddamani Street
Dharmapuri 636701
Tel: 04342-61068

Mr. G. Nagarajan

IRDT works on a range of rural development and governance issues including natural resources, livelihoods, and public health. It conducts PRI training programs to involve Panchayats directly in these issues and assists Panchayats in implementing local development projects. It also networks with other Tamil Nadu NGOs working on Panchayati Raj and maintains a documentation and publications cell.

Nature of work: Implementation support, Outreach, Training

Substantive focus: Health, Livelihoods, Natural resources, Rural development

Audience: NGOs, Village communities

Methodology: Community level projects, Information dissemination, Meetings and workshops

Funding: Government grants, NGO grants

84. Karunya Trust

5/49G Ambathurai Colony
Ambathurai 624302
Tel: 0451-452024

Mr. S.M. Usman

Karunya Trust works with elected Panchayat members in several Tamil Nadu districts, particularly women and scheduled caste representatives. It conducts training programs for these members on their roles and
responsibilities within Panchayats. It also conducts training activities to strengthen participation in gram Sabha.

Nature of work: Training
Substantive focus: Local governance, Community participation
Audience: Village communities
Methodology: Information dissemination, Meetings and workshops
Funding: NGO grants, Private donations

85. Social Initiatives for Rural People’s Integration (SIRPI)
    1A Raja Street, Periyakulam Road
    Theni 625531
    Tel: 04546-74220

Mr. K. Chandrashekhar
SIRPI encourages local communities to participate in gram Sabha and Panchayat meetings and to use these bodies to secure their legal rights. It engages in advocacy and outreach activities to increase knowledge about PRI’s and networks with other state NGOs working on social justice issues.

Nature of work: Advocacy and policy debate Outreach
Substantive focus: Gender, Community participation, Social justice
Audience: NGOs, State and central governments, Village communities
Methodology: Information dissemination, Meetings and workshops
Funding: NGO assistance

Uttar Pradesh

86. Ankur
    Shahababad, PO Jagatpur
    Varanasi 221313

Ms. Sheela Singh
Ankur is a Gandhian organization working with Panchayats in eastern Uttar Pradesh. It engages in community development programs, PRI related training, and awareness creation efforts for greater decentralization to the village level.

Nature of work: Advocacy and policy debate, Implementation support, Outreach, Training
Substantive focus: Rural development
Audience: State and central governments, Village communities
Methodology: Community level projects, Information dissemination
Funding: Government grants

87. **Rural Litigation Entitlement Kendra**
   
   21 East Canal Road  
   Dehradun 248001  
   Tel: 0135-745539  
   Fax: 0135-656881

   **Mr. Avdesh Kaushal**

   RLEK works with forest and foothill dwelling communities in northern Uttar Pradesh to enable them to sustainably manage local natural resources. PRI's are emphasized as decision making systems in which local community resource needs can be appropriately met. RLEK also provides non-formal education on Panchayati Raj and rural development topics to the groups it works with.

   Nature of work: Implementation support, Training

   Substantive focus: Natural resources

   Audience: Village communities, NGOs

   Methodology: community level projects, Information dissemination

   Funding: Donor assistance, Government grants, and Private donations

88. **Sahbhagi Shikshan Kendra**

   Sitapur Road  
   Lucknow 227208  
   Tel: 0522-23305  
   Fax: 0522-23303

   **Mr. Ashok Singh**

   SSK works on strengthening grassroots civic participation through Panchayats and other village level decision making structures. It conducts a variety of training programs for gram Sabhas and gram Panchayats and also works with other NGOs in the state to make them more responsive to the role of participation in rural development.

   Nature of work: Advocacy and policy debate, Implementation support, Training

   Substantive focus: Local governance, Community participation

   Audience: NGOs, Village communities

   Methodology: Community level projects, Information dissemination

   Funding: NGO grants
89. **Sahyog**  
# 40, Sector 18  
Indira Nagar  
Lucknow 226016  
Tel: 0522-358067

*Mr. Rakesh Dubey*

Sahyog seeks to make Panchayats and gram Sabhas more responsive to social justice needs in rural communities. It conducts awareness building programs for Panchayat members on legal and civic rights and facilitates peer exchange visits among elected members from different districts. It also maintains a documentation cell.

**Nature of work:** Advocacy and policy debate, Outreach, Training  
**Substantive focus:** Social justice  
**Audience:** State and central governments, Village communities  
**Methodology:** Information dissemination, Meetings and workshops  
**Funding:** NGO grants, Private donations

90. **Uttar Pradesh Voluntary Action Network**  
13/96 Indira Nagar  
Lucknow 226016  
Tel: 0522-380228  
Fax: 0522-343230

*Mr. Diwakar Bhatt*

Upvan works throughout Uttar Pradesh on Panchayat elections, energizing gram Sabhas, and building awareness about Panchayati Raj. It also brings together local NGOs to build capacities for PRI-related work and to create a forum for advocacy and awareness creation. Upvan is affiliated with the Voluntary Action Network of India.

**Nature of work:** Advocacy and policy debate Outreach  
**Substantive focus:** Local governance, Community participation  
**Audience:** NGOs, State and central governments, Village communities  
**Methodology:** Information dissemination, Meetings and workshops  
**Funding:** NGO grants
West Bengal

91. Child in Need Institute
   PO Pailan, Via Joka
   24 Parganas 743512
   Tel: 033-4678192
   Fax: 033-4670241

   Mr. S.N. Chaudhury
   CINI's principal focus is children and women and it has begun working with local Panchayats in support of
   the needs of these groups. It partners with Panchayats to implement child and women focused development
   programs and networks with other NGOs to create greater awareness about these issues.
   Nature of work: Advocacy and policy debate, Implementation support
   Substantive focus: Gender, Social justice
   Audience: Interested publics, NGOs, Village communities
   Methodology: Community level projects, Information dissemination
   Funding: Government grants, Private donations

92. Institute for Motivating Self-Employment
   244 Jodhpur Park
   Calcutta 700068
   Tel: 033-4732740
   Fax: 033-4349047

   Mr. Biplab Halim
   IMSE focuses on income generation and livelihoods issues in the context of Panchayati Raj. It provides
   training to gram Sabha members on Panchayat finances and opportunities for small-scale employment.
   IMSE also works with Panchayats and other NGOs to implement livelihoods programs at the village level.
   Nature of work: Implementation support, Training
   Substantive focus: Finances, Livelihoods
   Audience: NGOs, State and central governments, Village communities
   Methodology: Community level projects, Meetings and workshops
   Funding: Government grants, Private donations

93. Socio-Economic Development Programme
   65A Mahatma Gandhi Road
   Calcutta 700009
   Tel: 033-2414089
   Fax: 033-2412742
Mr. P.K. Chakraborty

SEDP administers a range of rural development projects throughout West Bengal and works closely with Panchayats to monitor progress. Its principal interests are in forestry and agriculture and it emphasizes the role of Panchayats and gram Sabhas in collectively managing local development resources.

Nature of work: Implementation support, Training

Substantive focus: Natural resources, Community participation

Audience: Village communities

Methodology: Community level projects, Information dissemination

Funding: Donor assistance, NGO grants

94. Tagore Society for Rural Development
14 Khudiram Bose Road
Calcutta 700006
Tel: 033-5554391

Mr. Tushar Kanjilal

The Tagore Society works on a range of rural development and PRI issues in Bengal and Orissa. It conducts action-research projects and seeks to build awareness about local development needs in local communities, for action by Panchayats.

Nature of work: Outreach, Research

Substantive focus: Rural development

Audience: NGOs, State and central governments

Methodology: Field and secondary research, Information dissemination

Funding: Donor assistance, Government grants, NGO grants

95. West Bengal State Institute of Panchayats and Rural Development
Kalyani
District Nadia 712248
Tel: 033-5827876
Fax: 033-5828257

Mr. Alok Mukhopadhyay

The West Bengal SIPRD conducts a range of training and capacity building programs for Panchayat members and district level administrators. It also engages in research on local governance issues and maintains a documentation and publications wing.

Nature of work: Research, Training
Substantive focus: Local governance, Community participation
Audience: Research institutions, State and central governments
Methodology: Field and secondary research, Reports and studies
Funding: Government grants
References


   Panchayati Raj *Concept and Approach*  Balwant Rai Mehta Committee, 1957.


12. Text of Panchayati Raj Bill.

14. 73rd & 74th Amendment Act.

15. G. Gowda "Reservation for Woman in Panchayati Raj Institutions, Third Concept,

   Vol.12, Delhi, January 1999 P.37.

16. Meenakshi Hooja & Rakesh Hooja, "*Panchayati Raj in Rajasthan,Policy issues and Concerns*,