
Review of Literature

The literature pertaining to the study entitled “**Performance of the Gram Panchayats of Selected Blocks in Coimbatore District of Tamil Nadu**” is reviewed under the following heading:

2.1. HISTORY AND GENESIS OF PANCHAYAT RAJ

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- 2.1.2. 73rd amendment act
- 2.1.3. Organisational structure of the Panchayat Raj
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- 2.5.1. Success stories of Gram Panchayat

2.1. HISTORY AND GENESIS OF PANCHAYAT RAJ

Joshi and Narwani((2011),Historical root of the local self government in India can be traced from the ancient past .In vedic age ‘Panch-Ayat’ means a group of five persons selectd by the villagers.Which means group of five people including some spiritual man.In Rigveda there is a mention of sabha,samiti and vidath as local self unites.In Epic era Ramayana indicates the administration was divided into two parts-pur and janpad or city and village.Village were janapad and the village people were called the janapads.Gram,maha gram and ghosh(village,big village and group of village) are mentioned in the Ramayana.’Shanti Parva’ of Mahabharata and Manu Smiriti as well as in Kautilya’s Arthashastra self governmant of a village was find. As per the Mahabharata, there were units of 10,20,10 and 1000 village groups Gramik was the chief official of the village. Dashap was the chief of ten village.Vinshya Adhipati,Shat gram Adhyaksha’ and Sahasra Gram Pati’ were chief of 20,100 and 1000 village respectively.Kautilya in his Arthastra advise the king to constitute units of village having 100-500 families. There would be centers of 10 villages,200 villages,400 villages and 800 villages.These centres would be respectively known as Sangrahan, Karvatik,Drona Muh and Sthaneeya. In Chandragupta Maurya’s regime,the policy of decentralization of power was adopted. The village was the smallest unit of governance. In Medival period sultan divided their kingdom in to province called ‘Vilayat’,Amir or vali was the head of a provenance. Marathyas also constituted local self government institutions in rural and urban areas.

According to **Pratapchandra(2008)** Conceptually Panchayat can be describe as an assembly of the village people or their representative. The term Panchayat literally means a council of Five.The principles of panchayat is panch parameswar which means god speaking through five.It seems the panchayat was invented with spiritual tone to take u political development programme for the Indian villages..However the term “Panchayat raj” came into vogue in the late 50s. It refer to a process of governance, which links the people from village to state.The panchayat raj system functions as the rural local government in India, ensuring grassroots democracy and decentralized planning.

Panchayat is derived from the word Pancha, that refers to an institution of the five (pancha panchasvanusthitah) is found in the Shanti-Parva of Mahabaratha, pancha and

panchavanustitah are semantically close to panchayat. description of these village councils are also found in Arthashastra of Kautilya who lived in 400 B.C. Arthashastra gives a comprehensive account of the system of village administration prevailing in his time. During this period, the village administration was carried under the supervision and control of Adyaksha or headman. There were other officials such as Samkhyaka [accountant], Anikitsaka [veterinary doctor], Jamgh karmika [village couriers], Chikitsaka [physician]. The village headman was responsible for ensuring the collection of state dues and controlling the activities of the offenders. In Ramayana of Valmiki, there are references to the Ganapada (village federation) which was perhaps a kind of federation of village republics. **(Rathna and Pramanik,1999).**

The concept and practice of local self government go back to the pre-Christian era in India. The many artifacts found from the excavations in the Mohenjo-Daro and Harappa valleys are authentic proofs of the organized urban living in this part of the world during the ancient period. Historical records sufficiently depict how major cities like Pataliputra were administered in that time. Indian local experience may be incompatible with the city state of ancient Greece or Sparta, the municipal governments which flourished in ancient and Medieval era. India and the panchayat raj system in rural areas had their own standing as far as the idea of local self government goes. These grass roots system of administration has consistently shown a peculiar identity and stability despite the frequent change of power centers at the super structural level. **(Raj kumar,2009)**

Goal and Shalini,(2003) said that Panchayat Raj was in existence during Vedic period in Ancient India and was working well as the people were carrying out their personal and official duties based on Dharma. The life of the people was peaceful and fruitful as there were limited desires of the people. In the medieval period Panchayat raj lost its significance as feudal lords managed local affair through editorship. They never bothered for the people and only acted in their own interest. During the British period there were attempts to set up local governments. Lord Rippon is considered to be the first person who came out with the resolution of 1882 to provide frame work for local government. After independence Government of India under the influence of Mahatma Gandhi, was committed to set up Panchayat raj system to provide real swaraj to the people of the rural area. Government appointed so many committee and commission from time to

time to suggest the structure and functioning of Panchayat raj. Which can help people to come out of poverty, unemployment, illiteracy, disease etc.

Dua,(2011) stated that the panchayat has never been the priority of the British ruler. From 1870 that Viceroy Lord Mayo's Resolution gave the needed impetus to the development of local institutions. It was landmark in the evolution of colonial policy towards local government. Lord Ripon famous resolution on local self government policy on local self government on May 18,1882 recognized the twin consideration of local government administrative efficiency and political education. In post Independence period Second five year plan attempted to cover the entire countryside with National Extensive service blocks through village level worker, in addition to nominated representatives of village panchayat.Independence must begin at the bottom.

Every village will be a republic or panchayat having full powers. It follows, therefore that every village has to be self sustained and capable of managing its affairs even to the extent of defending itself against any one slught from without. The concept of Panchayat raj is an ancient one and has a long history in our country. The existence of Panchayat can be seen as the oldest administrative institution. In the early period the institution was associated with the village which has been in existence since time immemorial.**(Sandeep joshi,2000)**.

2.1.1.Democratic decentralization:

Shirsath and Wasnik(2014) carried out a study on “**Democracy and development at grassroots in India**” .This paper is an attempt to underscore the pattern of grassroots democracy and governance in India and the role of Panhayati Raj Institutions (PRIs) in the development of rural areas. The paper is concerned with the evolutionary perspective of the Panchayati Raj as well as the role of Panchayati Raj in socio-economic growth, socio-political awareness of rural people and the role of local leadership for strengthening the roots of democracy in India. The 73rd amendment to the Indian Constitution (1992) unequivocally prescribes that the Panchayats should be institutions of self-government through which powers are devolved to the people as to the participation in the process of planning for economic development and social justice, and implementation of schemes and programmes for these purposes. To strengthen and

enhance the efficiency of local governance, PRIs were structured and designed as three tier system. The bedrock of this pyramidal structure is the gram sabha (or village assembly), composed of all citizens eligible to vote, and so the foundation of grassroots democracy. Whatever the case, the grass roots level institutions are important instruments in the process of development to lower levels and these processes are accelerated as and when common people identify themselves as active partners. There are so many facets to the issue of grassroots governance and development in India and it is very important because of more than 65 percent of India's population is rural and its fate and future are determined by these PRIs.

Democratic decentralization implies more than the downward delegation of authority. Crucially, it entails a system of governance in which citizens possess the right to hold local public officials to account through the use of elections, grievance meetings and other democratic means. The democracy and decentralization are often considered as an essential means of improving accountability, achieving good governance and reducing poverty particularly in the context of international development. **(Narayan, D., Patel, R et al, 2000).**

The concept of Panchayat Raj unquestionably Indian in origin. Panchayat raj bodies, which are genuine and effective democratic decentralized institutions. The large number of rural people to take genuine and effective participation in the development and democratic decision making process and infuse in the mind of the rural people a spirit of self help, self dependence and self reliance and to obtain the experience in the art of local self government. **(Ratna and Alok, 1999)**

Decentralization leads to the empowerment of the local people through deconcentration and devolution. Decentralized governance seeks to tap local initiatives and practices by involving gross roots organizations such as self-help groups. Representative democracy and participatory democracy both become possible through decentralized governance. Another important feature of decentralized governance is interactive policy making which leads to decentralized decision-making. Interactive policy is a process where government and non-governmental sectors such as private sector, non-governmental organizations, communities, gross roots organizations, pressure groups all participate in decision-making so as to influence issues and suggest alternatives.

Therefore, decentralized governance is an alternative strategy of development, which is people-centred, participatory and bottomup development mechanism. (<https://egyankosh.ac.in/bitstream/123456789/25850/1/Unit-1.pdf>)

The recommendations of the study Team in favour of a system of democratic decentralization were considered by the NDC in Jan 1958. The Council emphasized that the foundation of any democratic structure had to be democracy in the village, and endorsed the recommendations of the Team. It was, however, left to each state to work out the structure, best suited to its conditions. This point was affirmed by the central Council of local self- government when it suggested that the devolution of this genuine transfer of power to the people may be left to the State Governments. Accordingly, the state governments are evolving their own patterns of democratic decentralization. Subsequently, the term of ‘democratic decentralization’ was given up and the term ‘Panchaytai Raj ’ was adopted. ([https:// egyankosh. ac.in/bitstream/ 123456789/ 25822/1/Unit-14.pdf](https://egyankosh.ac.in/bitstream/123456789/25822/1/Unit-14.pdf))

In January 1957, the Government of India (Planning Commission) convened a committee to investigate the Community Development Programme (1952) and the National Extension Service (1953) and to recommend improvements. This was chaired by Balwant Rai G Mehta. This Committee became the first to use the term “democratic decentralisation”. Recommendations of Balwant Rai Mehta Committee: 1. Establishment of a three-tier Panchayati raj system: village-level grama panchayats, block-level panchayat samitis, and district-level Zila Parishads. Through a system of indirect elections, these tiers should be organically linked. 2. The village panchayat should be made up of directly elected members, while the Panchayat Samiti and Zila Parishad should be made up of members who were indirectly elected. 3. These bodies shall be in charge of all planning and development efforts. 4. The executive body should be the panchayat Samiti, while the advisory, coordinating, and supervisory body should be the Zila Parishad. 5. The chairman of the Zila Parishad shall be the district collector. (<https://prepp.in/news/e-492-balwant-rai-mehta-committee-indian-polity-notes>)

2.1.2. 73rd amendment act:

73rd Amendment provides for an elaborate system of establishing panchayats as units of self-government. For the first time in the constitutional history of India, the constitution of panchayat, the duration of their term, their membership, the constitution of Finance

Commission to review their financial position is detailed. It also adds a new schedule to the Constitution the Eleventh Schedule, which lists 29 subjects, which are to be handled by the panchayats. With this Amendment, Panchayati Raj institutions are as much a part of the structure of constitutional government in India as the Lok Sabha. There are more than two lakh panchayats across the country represented by more than 30 lakh of elected leaders at all three levels. Out of them more than six lakh SC/ST's and more than ten lakh women have been holding the office of the members and chairpersons at different tiers of the Panchayats.(**Shrivastava,2018**)

The 73rd Constitution Amendment Act accorded constitutional status to the Panchayati Raj Institutions (PRIs) and established a uniform structure of self governing institutions at the rural level, with regular elections and flow of funds through Finance Commissions. States were expected to devolve funds, functions and functionaries to these bodies so as to enable them to function as institutions of Local Self Government. Twenty nine functions listed in the 11th Schedule of the Constitution were to be devolved to PRIs, along with funds and functionaries. PRIs were required to prepare plans and implement schemes for socio-economic development particularly for those functions listed in the Eleventh Schedule of the Constitution.(**Audit report,2017**)

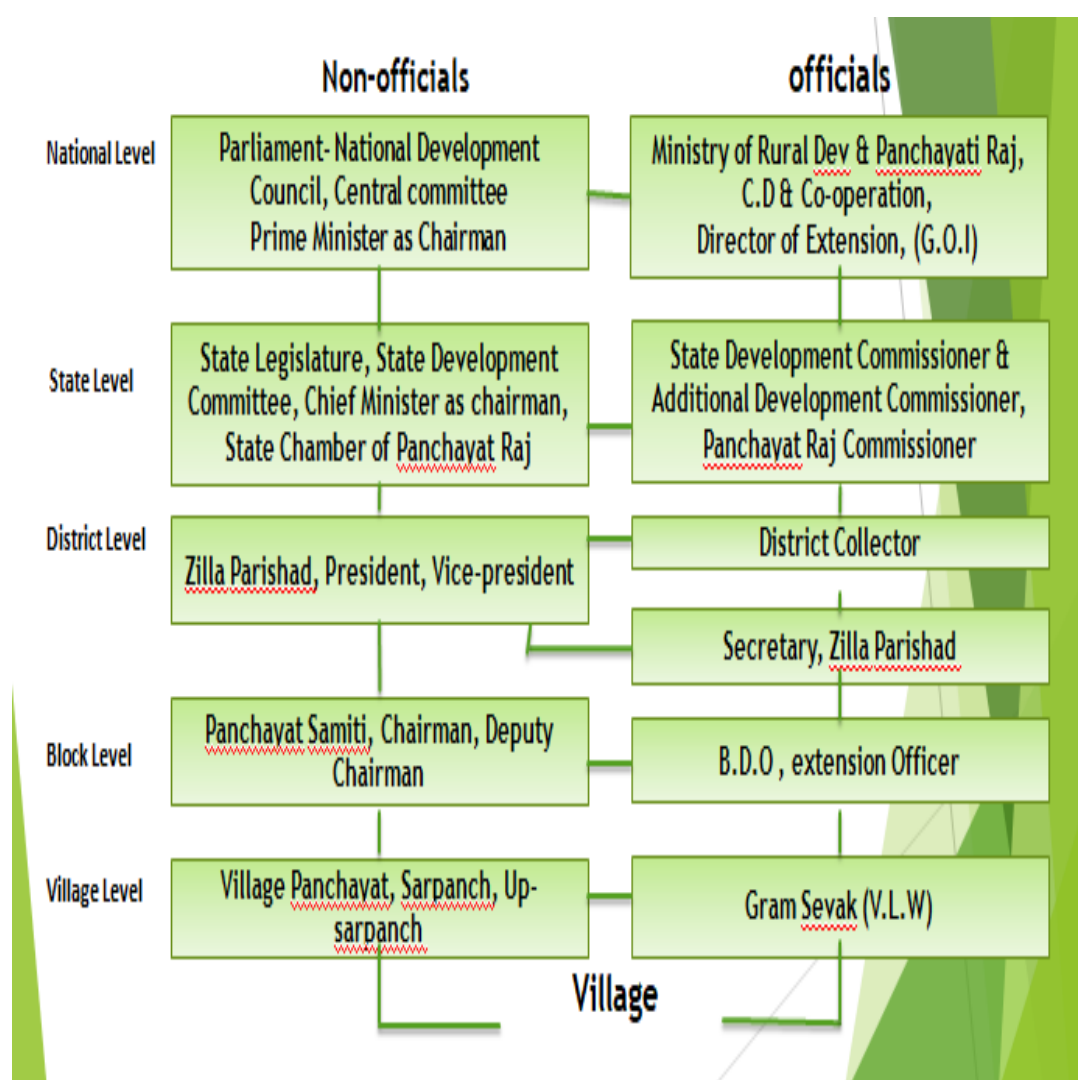
73rd constitutional amendment was hailed as an important landmark for its medical approach towards decentralization, devolution of power and in ensuring the participation of the marginalised section. The amendment sought to bring a new political system in rural areas by giving priority to decentralization, people's participation and democracy at the local level. The amendment adapted three tier model with democratically related governments at the village,taluk and district.(**Sreedhar and Rajsekhar,2014**)

73rd Constitutional Amendment Act, 1992 give provisions to give power and financial strength to such bodies. Realising its efficacy, the functions of these bodies have been enhanced. The consequences of which has been increasing the role of Gram Panchayat as lower level of Panchayati Raj institutions. However, the dormancy of Gram Panchayat's functions due to politicization, lack of adequate source of income, lack of complete participation of people at the different levels of work, proxy representation, presence of factions, excessive Governmental control in the internal activities of Gram Panchayat raises the need for theoretical debate. Since the role played by Gram Panchayat

being not up to expectation and there arises a gap between the provisions enshrined in 73rd Constitutional amendment and the real fulfillment of the objectives of these provisions, this needs the understanding of factors bringing inefficiency of this institution by empirical investigation as well as theoretical insight. (Senapati, Devi Prasad, 2012)

The 73rd constitution Amendment act insert IX into the constitution .Its empower the state legislature to make laws for the organization of panchayat at the village level as well as at the higher level of a district. (Subhash kansal, 2008)

2.1.3. Organisational structure of the Panchayat Raj



ORGANISATIONAL STRUCTURE OF THE PANCHAYAT RAJ

FIGURE 1

2.1.4. Gram Panchayat:

According to **Shilpa et al (2017)** The Gram Panchayat have given wide powers and function in every sphere of village development and welfare. Conduction of Gram sabha is the most important function of village Panchayat. In a year minimum six Gram sabha are to be organized. In the Gram sabha the voters of Gram Panchayat can participate and discuss the annual accounts, budgets and works.

Gram panchayat is a village based self government. A gram panchayat consists of between 7 and 17 members, elected from the words of the village select a panch, with one eight of sets reserved for female candidates. To establish a gram panchayat in a village, the population of the village should be at least 500 people of voting age. (**Himanshu,2016**)

Gram Panchayat is the lowest unit of the Panchayati Raj Institutions. It exists at the village level. Village is the basic unit of Panchayati Raj Institutions. The Gram Panchayat or the Village Panchayat consists of by the people" s representatives. These representatives are directly elected by the villagers. The head of the Gram Panchayat is known as Sarpanch. He is responsible for the development of the Panchayat area. He supervises and coordinates the various activities of the Panchayat. The Panchayat Secretary and Village Level Worker are the two government officials at the Panchayat level to assist the Sarpanch in administration. In Andhra Pradesh, Tamil Nadu, Maharashtra and Rajasthan it is known as Panchayat, In Bihar, Madhya Pradesh, Orissa, Punjab, West Bengal, it is known as Gram Panchayat and Assam, Gujarat and Uttar Pradesh it is known as Gaon Panchayat. (**Maheswari, 2015**)

Functions of Gram Panchayat: All the major functions of Gram Panchayat are related to the welfare and development of the village. With a view to fulfill the needs and requirements of the villagers every Gram Panchayat has to perform some important functions such as the provision of safe drinking water, paving of streets, developing and maintaining good drainage system, ensuring the cleanliness of the village, upkeep of street lights, dispensary, etc. These functions are known as obligatory functions. Some other functions are discretionary and can be performed if the Panchayat has the resources and

funds. These are plantation of trees, setting up and maintenance of insemination center for cattle, developing and maintaining playgrounds for sports and setting up and running the library. From time to time some other functions can be assigned to Panchayats by the State government or Union government. But along with these functions of Panchayats, every member of the village also has the duty towards his/ her village. One should keep the surroundings of his /her home clean, not waste drinking water and plant more and more trees.(<https://www.jatinverma.org/the-organisation-functions-and-sources-of-funds-of-gram-panchayats>)

Optional Functions: In addition to the compulsory functions, each Gram Panchayat is also required to perform certain optional functions for the development of the rural people. These functions are given below:Development and maintenance of village forests.Construction, management and control of slaughter houses.Famine relief measures.Organization of the Fire services and protection of life and property in case of fire.Maternity and child welfare and establishment of centers of the purpose.Establishment and maintenance of works for providing employment in a time of scarcity and establishment and granaries.Organization, management and promotion of cottage industries.Construction and maintenance of Dharmasalas and Rest houses.Provision of adult education, the establishment of primary schools with the prior approval of the Panchayat Samiti.To keep the records about the unemployed persons.(<https://www.lawctopus.com/academike/concept-village-panchayat-constitutional-analysis/>)

According to **Narwani, (2002)** the idea which produced the 73rd amendment was not a response to pressure from the grassroot, but to an increasing recognition that the initiative of the preceding decades had not delivered that the extent of rural poverty was still much too large and thus the existing structure of government needed to be reformed.

2.1.5.Gram Sabha:

Mahatma Gandhi, theFather of the Nation of India, viewed that “the Panchayat is the executive body of Gram Sabha to provide civic facilities to the people in its

jurisdiction. Indian independence must begin at the bottom. Thus, every village will be a republic of Panchayat, having full powers”.

Himanshu and Sanjana ,(2016) on study “Panchayat raj in Rural India”express that the gram sabha the power only to discuss ,debate of examine and scrutinize. There is no binding on the part of the gram panchayat to implement its direction and decision of gram sabha.

The constitution 73rd Amendment Act 1992 has recognized the Grama Sabha as a statutory unit. It is defined as a body consisting of persons recognized in the electoral rolls relating to a village comprised within the area of Panchayati Raj at the village level. Grama Sabha which is an entity of constitution of India is legitimized statutory body to do multifaceted work at the village level.**(Dwarakanath, 2013)**

Gram sabha or people’s forum has always been an integral part of the concept of a gram panchayat. The gram sabha is as ‘watchdogs’ coming between the politician-bureaucratic nexus. It is unfortunate that both grassroots leadership and grassroots bureaucracy both could not strengthen the gram sabha. The institution of gram sabha is dysfunctional due to the lack of leverage of local leaders to initiate meaningful participation in the sabha and their inability to persuade people to support local initiatives. **(Ramesh,2013)**

According to **Devenda,(2007)** all men and women in the village who are above 18 years of age form the gram sabha .The gram sabha meets quarterly a year. Meetings of gram sabha are convened to ensure the development of the people through participation mutual co-operation The village are placed before the gram sabha for consideration and approval.

The MNREGA, (2005) has also recognized the role of gram sabha. Gram sabha will monitor of all schemes in Gram Panchayat. Gram sabha will regularly social auditing of all schemes which is done by Gram Panchayat. Gram panchayat will available all needy documents like master role, bill voucher and others to gram sabha.

According to Palanithurai,(2002) Under the 73 rd constitution amendment act 1992,gram sabha at the grassroots level constituted an important institution in the Panchayati raj set up of the country.It is being seen as an institution of ‘direct

democracy'-an institutional forum through which people can directly participate and play a meaningful role in the governance and development their village. The successful functioning of the Panchayati Raj system, to some extent, depends upon the role played by gram sabha.

Narwani, (2002) stated that Gram sabha is the meeting of adult votes of the village who are to meet at least twice a year as per the act. In Tamil Nadu it has to be called thrice a year and in Kerala once in three months. In Orissa, the panchayat sabha has to be called if one third of the voters want it to be held and give a written requisition for it. Such gram sabha has to be convened within 15 days.

Sunny and Lalitharai, (2002) said that gram sabha consists of all persons included in the electoral roll of a ward of a Gram Panchayat. The member of a Gram Panchayat representing the constituency is the convener of the gram sabha and has to be president over by the president of Gram Panchayat.

2.2. ROLE AND RESPONSIBILITIES OF GOVERNANCE

2.2.1. Governance

Governance is the process whereby a society makes important decisions, determines whom they involve and how they render account. Governance is not just about how a government and social organizations interact, and how they relate to citizens (Graham *et al.*, 2003), but it concerns the state's ability to serve citizens and other actors, as well as the manner in which public functions are carried out, public resources are managed and public regulatory powers are exercised. Mimicopoulos (2006) identified three dimensions of governance, namely efficiency, transparency, and participation. Efficiency is also a question of correctly prioritizing government services to correspond with citizen needs (**Afonso et al., 2006**).

According to **Rahaman, (2004)**, in general terms, governance denotes 'how people are ruled, how the affairs of the state are administered and regulated'. 'Governance is also defined as the system of government concentrating on effective and accountable institutions, democratic principles and electoral process, representation and responsible structures of an open and legitimate relationship between the civil society and the states' so in one way it is value free but value based on the other way.

The terms Governance and Good governance has become catchword in the development discourse. ‘Governance’ is defined as a process of decision making and the process by which decisions are implemented. It denotes both political and administrative functions to ensure moral behaviour and ethical conduct in the task of governing (**Singh and Singh, 2004**)

Governance as an act or manner of governing and the office or function of governing. To simply put it, governance means process of decision making and the process by which decisions are properly and fairly implemented or poorly implemented or not implemented at all. In this respect, governance here includes all types of political governance, public, private or corporate governance, national or international governance, state, provincial or local governance. It is recognized that “governance is about how an organization steers itself and the processes and structures that are used to achieve its set goals” (**Barthwal, 2003**).

Governance as a process denotes a value free dispensation where as good Governance connotes certain value assumption, so it is a value laden concept (**Arora, 2003**)

Sangit (2015), stated that Good Governance is a concept that has recently come into use in political science and public administration. It appears alongside concepts such as democracy, civil society, people’s participation, human rights and social and sustainable development. In the last decade, it has been closely associated with public sector reform. For instance, for John Rawls: Social justice is fairness; for Amartya Sen: Development of freedom; In Atlantic Charter: World free from fear and want; In UNDP: Human development, According to John Paul II: Freedom of a person to live out his/her creative potential; In Commonwealth: Commitment to the democratic process and institutions, the rule of law and the independence of the judiciary, just and honest government, and fundamental human rights. Good governance’s essentials were prevalent in India since ancient times. In Arthshastra, Kautilya had described the qualities of a King as the happiness of the people is the happiness of the king; their good alone is his. Therefore let the King be active in working for the prosperity and welfare of his people.

There are various definition of governance in a range of different contexts, rather than defining governance or good governance, in the context of public sector, it is perhaps

more useful to look at some of the key indicators of dimensions that are being used to describe and measure good governance.(**Sujatha.2013**)

It is believed that the concept of self-governance existed during Rig Vedic period (around 1200 B.C.).There were Village Sabinas' and Gramins (Assemblies of Village elders) who took interest in the welfare of villages. The system of Panchayati Raj is thus deeply rooted in our tradition. From time immemorial, this system has exercised powers, both executive and judicial. This village government took decisions and actions based upon religious values and customs and traditional conventions with respect to various matters. The Indian Panchayati Raj has been developed on the basis of traditional society and polity of India with a Vedic approach.(**Pratap,2008**)

India is large democracies characterized by a high degree of heterogeneity and inequality across the states. State governments form an important intermediate tier between national and local governments. States of India are larger than many other countries in the world in terms of population or area (**Bardhan & Mookharjee 2007**).

Sanjayprakash(2006), In 1993, the government of India passed a series of constitutional reforms, which were intended to empower and democratise reforms India rural representative bodies. The Panchayat the 73rd amendment to the constitution formally recognised a third tier of government at the sub state level, thereby creating the legal conditions for local self rule or Panchayat.

The Constitutional Amendment ensures, a three tier structure at the zilla, block and village levels, an election commission to hold election periodically, a state level finance commission to discover ways and means to increase resources for local bodies, reservation of 50% of seats in all the position of the three tier for women, reservation of seats for SC/ST in proportion to their population in all the positions of the three tiers, establishment of Gram Sabha for improving people's participation for their own development, and establishment of planning committee for local bodies; and an earmarked list of 29 items under 11th schedule (**Dash, 2007**).

2.2.2.Local governance:

Panchayat Village is the entity where the primary unit at the local level of the Panchayati Raj Institutions (PRI) becomes operational in India.At a local level, there are

three hierarchies, namely, Gram Panchayats, blocks and districts. Gram Panchayats are the lowest tier in the local administrative framework and may be responsible for one or more villages or habitations. The Gram Panchayats or the Village Panchayats are the local government bodies in India. Gram Panchayats have the power to make bylaws and constitute statutory bodies with responsibility for handling government funds, collecting revenue and delegating responsibilities. **(Mahesh, 2012).**

Gram Panchayat are local governments at the village or small town level in India. As per 2002 there were about 265,000 Gram Panchayats in India. The Gram Panchayat is the foundation of the Panchayat system. A Gram Panchayat can be set up in villages with minimum population of 300. Some times two or more are clubbed together to form group Gram Panchayat when the population of individual villages is less than 300. **(Dua, 2011)**

Sharma (2007) rightly pointed out that, many of the items listed on the good governance agenda as preconditions for development are actually consequences of it. The implications of good governance are profound as institution building and the promotion of good governance demand simultaneous commitment to economic development.

The Local Self-Governing Institutions in India have attained prominence in formulating decentralized planning following enactment of the 73rd Amendment Act in 1992 and the PESA Act in 1996. However, ever since independence, the endeavour to rejuvenate the LSGs started with an emphasis on people's participation in planning. **(Pal, 2001)**

Mahatma Gandhi, the Father of the Nation of India, viewed that the Panchayat is the executive body of Gram Sabha to provide civic facilities to the people in its jurisdiction. Indian independence must begin at the bottom. Thus, every village will be a republic of Panchayat, having full powers.

2.2.3.E-governance:

The term 'e-Government' has been used too broadly to define initiatives and programmes that should rightly be deemed e-governance. Over the past few years, governments have hurriedly adopted e-government technologies and ideas from simple, online communication of government information to real time, secure transactions for various processes and payments. Demands generated from political leadership, other

associated governments, capacity building needs and perceived citizen expectations all contribute to adoption of e-government methods for good governance.(**David Coursey,2017**)

E-governance is the public sector's use of information & communication technologies with the aim of improving information and service delivery, encouraging citizen participation in the decision-making process and making government more accountable, transparent and effective. (**Pooja,2013**)

The leading e-governance issues for state and local officials are more complex and more deeply embedded in social and organizational context than ever before. Networks continue to connect vast amounts of data from an increasing number of sources, with impacts on the social, political, and economic geographies of governance. Security has taken on renewed importance associated with increasing dependence on massive data bases and networks and the related need to protect individuals, organizations, systems, and infrastructure from fraud, errors, hackers, and attacks. At the same time, concern for service delivery, effective management,IT investments, and public access all continue to receive leadership attention (**Dawes, 2008**).

E-governance deals with the online activities of government employees. The activities might include information to calculate retirement benefits, access to important applications, and content and collaboration with other government employees anytime, anywhere (**Palvia and Sharma, 2007**)

E-governance is more than just a government website on the Internet. The strategic objective of e-Governance is to support and simplify governance for all parties; government, citizens and businesses. The use of ICTs can connect all three parties and support processes and activities. In other words, e- Governance is the electronic means to support and stimulate good governance. Therefore, the objectives of e-governance are similar to the objectives of good governance. (**Hakikur,2007**)

E-Governance has consequently become an accepted methodology involving the use of Information Technology in improving transparency, providing information speedily to all citizens, improving administration efficiency and improving public

services such as transportation, power, health, water, security and municipal services. **(Radhakrishnan , 2006)**

D.Calista,(2005) indicate that electronic governance, popularly known as e-governance, is a distinct dimension of New Public Management (NPM) which has gained considerable momentum since the early 1990s. The term ‘e-Governance’ is often used to describe the networking paradigm and its decentralising and communicatory implications. There is the overlap between e-government and e-governance as competing paradigms that intersect at times during their development.

Dr. A. P. J. Abdul Kalam, former President of India(2005), visualized e-Governance as “A transparent smart e-Governance with seamless access, secure and authentic flow of information crossing the interdepartmental barrier and providing a fair and unbiased service to the citizen”.

E-Governance is more than just a government website on the Internet. The strategic objective of e-Governance is to support and simplify governance for all parties; government, citizens and businesses. The use of ICTs can connect all three parties and support processes and activities. In other words, e-governance is the electronic means to support and stimulate good governance. Therefore, the objectives of e-governance are similar to the objectives of good governance. Good governance can be seen as an exercise of economic, political, and administrative authority to better manage affairs of a country at all levels .It is not difficult for people in developed countries to imagine a situation in which all interaction with government can be done through one counter 24 hours a day, 7 days a week, without waiting in a long queue. However, to achieve this same level of efficiency and flexibility for developing countries is going to be difficult. **(Curtain,(2004).)**

Electronic governance, popularly known as e-governance, is a distinct dimension of New Public Management (NPM) which has gained considerable momentum since the early 1990s. The term ‘e-Governance’ is often used to describe the networking paradigm and its decentralizing and communicatory implications. There is the overlap between e-government and e-governance as competing paradigms that intersect at times during their development.

Subramanian(2012),Conducted a study on, “**E-Governance: a key to good governance in India**” E-governance is not really about technology. It is about people, processes, and results – using information and communications technologies (ICT) to improve the transparency, efficiency, and effectiveness of public institutions. Governance can be seen as the exercise of economic, political and administrative authority to manage a community’s affairs at all levels. It comprises the mechanisms, processes and institutions through which community members and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences. The challenge for all societies is to create a system of good governance that promotes supports and sustains human development – especially for the poorest and the most marginal. Good governance is among other things participatory, transparent and accountable. It is also effective and equitable and it promotes the rule of law, ensures the political, social and economic priorities are based on broad consensus in society. One goal of good governance is to enable an, organization to do its work and fulfill its mission. In this context, this paper makes an attempt to explore how far e-governance is useful for achieve good governance in India.

2.2.4.E-Panchayat:

The e-Panchayat project holds great promise for the rural masses as it aims to transform the Panchayati Raj Institutions (PRIs) into symbols of modernity, transparency and efficiency. This is a one of its kind nationwide IT initiative introduced by Ministry of Panchayati Raj that endeavors to ensure people’s participation in programme decision making, implementation and delivery. The project aims to automate the functioning of 2.45 lakh Panchayats in the country. The project addresses all aspects of Panchayats’ functioning including Planning, Monitoring, Implementation, Budgeting, Accounting, Social Audit and delivery of citizen services like issue of certificates, licenses etc. **(Mahi pal,2015)**

According to **Jhumur,(2014)**,e-panchayat can facilitate the growth of the panchayat economy through promotion of Panchayat tourism and e-commerce of local produce. The digital platform would ensure an online public redressed forum. The online communication and network platform would aid governance and also serve as a resource

center. E-panchayats would function as a storehouse for digital data at every Panchayat level.

2.2.5. Gram Panchayat Development Plan

Ministry of Panchayati Raj & Ministry of Rural Development Government of India(2021-2022), Gram Panchayats have been mandated for the preparation of Gram Panchayat Development Plan (GPDP) for economic development and social justice. Panchayats have a significant role to play in the effective and efficient implementation of flagship schemes/ programmes on subjects of National Importance for transformation of rural India. The GPDP planning process has to be comprehensive and based on participatory process which involves full convergence with schemes of all related Central Ministries/Line Departments related to 29 subjects listed in the Eleventh Schedule of the Constitution.

One of the basic prerequisites for management of funds of this scale would be to have a comprehensive development plan at the GP level. In the context of the Constitutional mandate, this plan has to be a participatory plan involving the community, particularly the gram sabha, in the formulation of priorities and projects and will also have to ensure the mandates of social justice and economic development as mentioned in Article 243G. Therefore, the Gram Panchayat development plan will have to have clear components of addressing vulnerabilities of poor and marginalised people and their livelihood opportunities through an integrated poverty reduction plan that converge with the labour budgeting and projectisation exercises under MGNREGS as well. But for this to happen, there has to be a great deal of preparatory and capacitary efforts to be taken up at the GP levels.(**Aruna ,2020**)

During the Special Gram Sabha gaps will be identified from MA survey and other data. These gaps are indicative of sectoral requirements which need to be adequately addressed through interventions under different schemes of the line departments and other developmental activities. The Gram Sabha should classify the gaps in three broad categories – Critically Important, High priority and Desirable. Keeping in view the gap analysis and prioritization, Gram Panchayat may finalize activities to be taken up under GPDP. States which have already started the process of preparing GPDP for 2019-20, may continue with their existing exercise and converge this with the PPC timelines to finalize

their GP plans.(**People's Plan Campaign for Gram Panchayat Development Plan (GPDP) Sabki Yojana Sabka Vikas 2 nd October to 31st December 2018**)

2.3.CAPACITY BUILDING

Aarti and Anshika(2020), stated that Capacity building often states to assistance that is provided to entities usually in developing countries, which have a prerequisite to advance a certain skill or capabilities, or for general upgrading of routine ability of women. It involves activities which reinforces the abilities, skills, and behavior of women and expand them so that they can meet its mission and goals in a sustainable way. Women's political participation has been considered a major measure in women's capacity building. Empowering more women to pursue enterprise, growth through a more favorable support environment engenders employment, authorizes women and brings social and economic aids to women and to society at large. Empowerment can enable women to participate, as equal citizens, in the economic, political and social sustainable development of the rural communities. This paper seeks to redress existing gender imbalances in enterprise development through approaches and activities aimed specifically for women. There is a need for change in society in dealing with women. This paper also presents efficacious strategies for mobilizing women, building their capacities and ensuring their effective participation in governance structures. The paper is based on primary as well as secondary sources. It is hoped that this paper will be useful for practitioners working with elected women representatives to build capacities of locally elected representatives and communities to undertake more participatory and equitable development planning.

Prahalladappa(2016), stated in his study that Local governance is being promoted in India because it is believed that it provides a structural arrangement through which local people and communities can participate in the fight against poverty at close range. Some of these provisions are inclusive and democratic in nature such as one-third reservation of seats for women and schedule castes and tribes (dalits) and decentralization of power etc. But the nature of functioning of these bodies for last few years exposed ineffectiveness and inefficiency in governance and delivering of services to the local people. The effective local self-governance indeed is still a distant dream and needs

enormous interventions to realize its potential. This dream can possibly be realized by the way of comprehensive understanding of capacity building in terms of governance. The paper discusses a comprehensive meaning of capacity building, issues and challenges related to capacity building for effective local governance in India. It also attempts to view Panchayati Raj Institutions (PRIs) as institutions of local self-governance and not as mere implementers of centrally determined development programs.

National Capability Building Framework- 2014, a guiding document, was first created in the Eleventh Plan by the Ministry of Panchayati Raj (MoPR) for appropriate and regular capability or capacity building of Elected Representatives (ERs), officials and other stakeholders of Panchayats. During the Eleventh Plan period, the capacity building of ERs and other stakeholders of Panchayats grew in terms of numbers as well as enhanced in quality. Several State Institutes of Rural Development (SIRDs) and other resource organisations undertook numerous initiatives. In this background, Ministry of Panchayati Raj (MoPR) decided to update the NCBF document, building on the previous NCBF, to incorporate initiatives and experiences of SIRDs and other resource institutions. An important development that has taken place in the Twelfth Plan is the launch of the Rajiv Gandhi Panchayat Sashaktikaran Abhiyan (RGPSA), whereby funds are now available not only for training programmes but also supportive activities, such as the setting up of State Panchayat Resource Centres (SPRCs) and District Panchayat Resource Centres (DPRCs), training module preparation, training evaluation, material development etc. With an increased availability of funds, efforts for capability building have to become even more focussed to ensure maximum returns.

Capacity Building of PRI Representatives from the First round of Election after the 73rd Constitutional Amendment Act was brought into force. Besides various learning modules and materials Panchayat Resource Centre (PRC) as an intermediate level capacity building instrument for Strengthening PRIs in General and Gram Panchayats in particular was conceived. PRC aimed to provide support to the Gram Panchayats in effective delivery of public services, promotion of social justice and creating enabling environment to hold the Panchayats accountable to people through Gram Sabha and social audit. Most of the Panchayat representatives particularly the newly elected women and dalit representatives can work effectively if they are provided timely support and training

required to perform the tasks. The information and skill level of the representatives can be continuously upgraded given the nature and demand of the work to be done through a mechanism that provides continuous support to make Panchayati Raj system effective.(<https://www.unnati.org/clgasa-capacity-building.html>)

S.K.Singh(2008), defines capacity building as the development of an organization or individual's core knowledge, skills and capabilities in order to build and enhance the organization's effectiveness and sustainability. It is the process of assisting an individual or group to identify and address issues and gain insights, knowledge and experience needed to perform effectively. Capacity building can also include the creation of an enabling environment with appropriate policy and legal frameworks, institutional development and human resources development and strengthening of managerial systems. Capacity building is facilitated through the provision of technical support activities, training, specific technical assistance and resource networking. Capacity building is recognized as being a long-term, continuing process, in which all stakeholders participate.

Capacity building of the stakeholders in local self governance should be considered more significant, because they have varieties of services to be delivered. In order to discharge their duties they have to follow certain code of development ethics enjoined with principles of equity, responsiveness, transparency, accountability, participation etc. So, capacity building for them is considered significant.([https:// www.egyankosh.ac.in/bitstream/ 123456789/59200/1 /Unit2.pdf](https://www.egyankosh.ac.in/bitstream/123456789/59200/1/Unit2.pdf))

A Conference of the Chief Ministers on Panchayati Raj was held on 2nd August, 1997 at Vigyan Bhavan, New Delhi, under the chairmanship of Honble Prime Minister to review the functioning of the Panchayati Raj Institutions where the outstanding issues like devolution of powers/ functions and responsibilities upon PRIs, setting up District Planning Committees; implementation of the reports of the State Finance Commissions, linkage of DRDAs with Zilla Parishads, training to Panchayati Raj elected representatives/functionaries were discussed in great detail. The Conference also called upon the concerned 8 States to enact the required State Legislation on the Provisions of the Panchayat (Extension to the Scheduled Areas) Act, 1996 before 23rd December, 1997. ([https://www.iitr.ac.in/wfw/pdf/chap-1\[1\].pdf](https://www.iitr.ac.in/wfw/pdf/chap-1[1].pdf))

2.3.1.Devolution Index:

Devolution report, (2015-16) The Ministry of Panchayat Raj (MoPR) had during its inception organized a series of Roundtables of Ministers in charge of Panchayats in various States. In the 5th round table held at Srinagar in 28-29 Oct. This was subsequently reviewed by the ministry and it was decided to firm up the approach further. The Devolution study 2015-16 is a continuation of the study in 2014-15.**The objectives of the study:** Assess the actual progress in implementing the operative core of decentralization covering the transfer of functions, institutions, functionaries, and finances to PRIs in the subjects listed in the 11th Schedule. b. Role of the Panchayat along with its various statutory committees, as an institution at the local level and the role of the Panchayat in managing institutions at the local level may be examined. c. Analyse the process of budgeting in various local governments and to analyse whether this evolves into a process of planning at the local level d. Record the status of functioning of the State Election Commissions, State Finance Commissions and mechanisms in place for District Planning. e. Look into the mechanisms in place in the States and Union Territories for improving the basic services provided by local governments in the light of substantive funds being made available to the local governments under the Fourteenth Finance Commission Award. Look into the segregation of functions across various tiers of Panchayati-raj in select sectors like education, health, employment generation (specifically National Rural Employment Guarantee Scheme -NREGS) and the mechanisms of inter-tier coordination.

V N Alok, (2013-14) Undertaken a project on “**Measuring Devolution to Panchayats in India: A Comparison across States Empirical Assessment –2013-14**”Panchayats, institutions of rural local self-governments, form a basic edifice of the multi order federalism in India. **Objective of the study:** To evaluate the performance of States/UTs in terms of the devolution of 3Fs in addition to strengthening institutional framework (4th F) as well as the capacity of panchayats, To examine the accountability framework for panchayats, put in place, by States/UTs ,To create cumulative and incremental indices to measure the devolution, frameworks for capacity building and accountability of panchayats ,To rank states and UTs along the above indices. **The methodology for the current study,** to a large extent, is based on the previous four

studies on Panchayat devolution Index conducted annually in IIPA. The questionnaire was developed and built upon the previous work by Alok (2013). The comments and feedbacks on previous work received from the state governments and academics were handy in developing the questionnaire. Further, workshop organized at IIPA to seek the views of the experts and the Secretaries/nodal officers of State Panchayati Raj Department served as a valuable input. This process culminated in the form of a well-structured questionnaire with few open ended questions. The questionnaire was pre-tested in Karnataka and Rajasthan. Data was also collected from the field in states to supplement or validate the data received from State Governments. **The finding of the study:** In the Framework dimension, an attempt is made to include indicators related to the mandatory framework of the Constitution. Haryana ranks first with a score of 76.90 followed by Maharashtra (74.01), Kerala (72.65), and Karnataka (70.08). Chhattisgarh, Rajasthan and Tamil Nadu are next in this order. Functions, Maharashtra tops the list with an index value of 63.26. Karnataka and Kerala closely follow with 63.14 and 61.61 respectively. West Bengal, Tamil Nadu, Rajasthan, Odisha and Madhya Pradesh are other states in that order with scores over 50.

The Panchayat empowerment & Accountability Incentive Scheme (PEAIS) aims at incentivizing States to empower Panchayats and put in place systems for bringing about transparency & accountability of the Panchayats. Performance of States in these respects is measured through a Devolutions Index (DI). Devolution index having six indicators namely D1 Framework, D2 Function, D3 Finance, D4 Functionnaires, D5 Capacity building, D6 Accountability. **(Government of India Planning Commission and Ministry of Panchayati Raj)**

The National Council of Applied Economic Research and the Ministry of Panchayati Raj have prepared an index to measure and assess how far the states have progressed in empowering Panchayati raj institutions. The devolution index measures the functions, finance and functionaries of the PRIs as also accountability in the institutions, and accordingly ranks states. This article critically discusses the experiment to measure and compare states in the empowerment of PRIs. (<https://www.epw.in/journal/2009/29/commentary/limits-devolution-index.html>)

The National Council of Applied Economic Research and the Ministry of Panchayati Raj have prepared an index to measure and assess how far the states have progressed in "empowering" panchayati raj institutions. The devolution index measures the functions, finance and functionaries of the PRIs as also accountability in the institutions, and accordingly ranks states. This article critically discusses the experiment to measure and compare states in the empowerment of PRIs. (<https://www.epw.in/journal/2009/29/commentary/limits-devolution-index.html>)

2.4.AWARDS AND ACHIEVEMENT OF PANCHAYAT RAJ

Table I shows awards and achievements of Panchayat Raj

Table I: Awards and achievements of Panchayat Raj

Name of the awards	Objectives	Introduce
Deen dayal Upadhyay Panchayat Shashaktikaran Purashkar(DDUPSP) in general and thematic catagories for three levels of Panchayats	This award is given to best performing panchayat as (District, Intermediate and Gram Panchayat) across the states/UTs in recognition of their good work that is done by PRIs at each level for improving delivery of services and public goods	2011
Gram Panchayat Development Plan (GPDP) Award	best performing Gram Panchayats (GPs)	2018
Child-friendly Gram Panchayat Award	This award is given for best performing GPs/Village Councils (VCs) (one in each State/UT) for adopting child-friendly practices	2018-2019
Nirmal Gram PurashkarAward	award based Incentive Scheme for fully sanitized and open defecation free Gram Panchayats, Blocks, Districts and States	2003
e-Panchayat Award	This award is mainly based on digitalization	2014

SUCCESS STORY OF DEEN DAYAL UPADHYAY PANCHAYAT SHASHAKTIKARAN PURASHKAR(DDUPSP)

Arnakuppe Gram Panchayat (GP) in Hunsur taluk has bagged Deendayal Panchayat Award for best performance for the year 2019-20. Karnakuppe is the only GP in the district which has bagged the prestigious Panchayat Award. Karnakuppe is located on the fringes of the forests and is mostly inhabited by tribals. The Karnakuppe GP has a population of 5,315, with 1,185 families. The GP has jurisdiction over 10 villages — Karnakuppe, Vadli Manuganahalli, Kanagalu Hunaganahalli, Hemmige, Hemmige Haadi, Hemmige Colony, Devaraja Colony, Hareenahalli, Hakkemaala and Kalkada. The GP has three Higher Primary Schools, six Lower Primary Schools and a Private High School. The disciplined and determined approach by GP Panchayat Development Officer (PDO) Ramanna has helped the GP bag the National Award. The credit for the GP to get the award is mainly due to the highly successful implementation of Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA). The GP did a wonder by generating 24,095 Man days as against the set target of 11,000. The GP has spent Rs. 90.15 lakh for purchases. Also, a record 640 soak pits were constructed as against the set target of just 50. Hareenahalli and Hakkemaala set a record of sorts by achieving 100 percent target. Another feature is that villagers have set up a mini-garden around soak pits at Hakkemaala. A total of four lakes — Doddakere, Siddanakattekere, Beeranakattekere and Gaanadakere — have been developed under MGNREGA. More importantly, all encroachments on water tank areas and the bund have been cleared, which has greatly helped in water conservation. Also, de-silting of lakes has been taken up with support from ITC and Outreach organisation. The GP has spent Rs. 27 lakh under the 14th Finance Commission, most of which has been spent for development of schools. All schools coming under the GP, have been installed with a water filter, toilets for students, a welcome arch for each school, construction of school compound, construction of drainages and decks, pipeline works etc. (Panchayataaward.gov.in)

SUCCESS STORY OF GRAM PANCHAYAT DEVELOPMENT PLAN

Member of Naguvanhalli Gram Panchayat in Sringapatna taluk firmly believe that representative of panchayat raj institutions should not work for the sake of award. If they discharge their role and responsible with decision, their hard work will

be honoured suitable. The 19 member Gram Panchayat, half of them women, in Mandy district has been chosen for the Gram Panchayat Development Plan Award (GPDP), a National level award, for its immense contribution towards rural development in its region. The annual awards being given by the Panchayat Raj Ministry, for the season 2018-19, were announced in Delhi on Wednesday. (Panchayataaward.gov.in)

SUCCESS STORY OF CHILD-FRIENDLY GRAM PANCHAYAT AWARD

Jharkhand, Bokaro district Bundu Panchayat bagged best Child Friendly Panchayat award in 2019-20. Bundu Panchayat also received Deen Dayal Upadhyay Panchayat Sahaktikaran Puraskar. Bundu Panchayat bagged Child Friendly Gram Panchayat Award for two successive years. On the reasons why the Bundu panchayat was recognized as the best child-friendly panchayat its present head Ajay Kumar Singh said that "Every child in their Panchayat goes to school. They all are also covered under the immunization programme and their nutrition issues are addressed properly." They have well-run anganwadi centres for kids and also developed playgrounds for the children." All the panchayat members got themselves involved at every stage and even rushed children to hospitals in case of medical emergencies. (Panchayataaward.gov.in)

SUCCESS STORY OF NIRMAL GRAM PURASKAR – WOMAN SARPANCH LEADS THE WAY:

Tamil Nadu is one of the leading states in the success of TSC and Nirmal Gram Puruskar specially in the role of Women leading this mass movement and initiating innovative sanitation models. Smt. Varalakshmi Vijayakumar the President of the Thirukalukundram Panchayat Union is one such dynamic woman leader of a small remote village of Tamil Nadu who has made a lifelong commitment to make her village and Panchayat Union a role model of Best Sanitation technology and practices in the country. Recognizing that women are the ones who understand both the problems and the practical solutions for providing safe sanitation in their home and village community, Varalakshmi made the women's Self Help Group the forefront of the sanitation movement in her village. 'Open defecation Free' Clean and Healthy village through the Nirmal Gram Puraskar Awards scheme under TSC. Through door-to-door meetings and intensive and sustained awareness programmes she motivated and mobilized all the women's groups,

village community members, elders, Principals, teachers, youth, Health workers, Anganwadi workers and other Panchayat members to take up the construction of toilets in each and every individual household, schools and Anganwadis. The Panchayat members and the Self help group members meet every month to discuss all development programmes and schemes for the village including pooling and maintenances of funds, skill building of SHG members in financial and administrative management. Thus within a short period of one year all the 104 households, all schools and Anganwadi in village were provided with toilets. The significant aspect was the huge amount of community contribution, a total of Rs. 49400 through individual contribution and Panchayat and SHG funds that was generated for construction of toilets - Rs. 26400/ for household construction, Rs. 2000/ for schools and Rs. 1000 for Anganwadis, Rs. 20,000 for Mini Power Pump. In addition 10 Solid and liquid waste management initiatives and 3 liquid waste management projects, rain water Harvesting systems in houses, segregation of biodegradable and nonbiodegradable in separate bins in streets have made the village clean and self sustaining in its water and sanitation needs. The village also has a Women's Sanitary Complex built with a Government grant of Rs. 2,40,000.(Panchayataward.gov.in)

E-PANCHAYAT PURASKAR AWARD

Tamil Nadu has bagged the e-Panchayat Puraskar award for 2014 for developing a set of application for better administration of panchayat raj institution. The state has won the award, which carries a cash prize of Rs 20 lakh, for developing application like PRIA Soft, local government Directory, National Panchayat raj Portal, National Asset Directory and plan plus. It had spent about Rs 80 Crore on hardware at Panchayats towards implementation of the application.(hehindu.com/news/cities/chennai/tn-bags-epanchayataward/article7139851.ece)

NATIONAL PANCHAYAT DAY CELEBRATION

This annual celebration is done in order to commemorate the historic day on which the Constitution Act (73rd Amendment) passed in 1992. However, it came into existence a year later on April 24, 1993. Therefore, National Panchayati Raj Day is commemorated to celebrate the inception of decentralised power. The then Prime Minister

of Indian Manmohan Singh declared the first National Panchayati Raj Day on 24 April 2010. He mentioned that if Panchayati Raj institutions functioned properly and locals participated in the development process, the Maoist threat could be countered. The decision of decentralising power at the rural level was made because it was difficult for a single Chief Minister to look after an entire state solely and solve their issues in the minimum time possible. (<https://www.freepressjournal.in/india/national-panchayati-raj-day-2021-significance-history-and-all-you-need-to-know>)

The Constitution (73rd Amendment) Act, 1992 that came into force with effect from 24th April, 1993 has vested constitutional status on Panchayati Raj institutions. This date thus marks a defining moment in the history of decentralization of political power to the grassroots level. The impact of the 73rd Amendment in rural India is very visible as it has changed power equations irreversibly. Accordingly, the Government of India decided in consultation with the States to celebrate 24th April as National Panchayati Raj Day. The commemoration is being anchored by the Ministry of Panchayati Raj. The National Panchayati Raj Day (NPRD) is being celebrated on 24 April since 2010. Ministry of Panchayati Raj commemorates the National Panchayati Raj Day on 24th April 2021. During the National Panchayat Raj Day event, (<https://vikaspedia.in/social-welfare/rural-poverty-alleviation-1/national-panchayati-raj-day>)

The National Panchayati Raj Day is observed on 24th April every year. The 73rd Constitutional Amendment Act, 1992 came into force from 24 April 1993. Panchayati Raj Day paved the way for the 3 tier Panchayati Raj System in the country i.e. Gram Panchayat at the village level, Panchayat Samiti at Block level, and Zila Parishad at District level. (<https://www.jagranjosh.com/general-knowledge/24-april-national-panchayati-raj-day-in-india-1556104065-1>)

2.5. RELATED STUDIES AND SUCCESS STORIES OF GRAM PANCHAYAT

Raghavendragoud and Biradar (2019), “Performance of Gram Panchayats on Rural infrastructure development in Karnataka: challenges and ways forward” with the objectives of To analysis pattern of expenditure on rural infrastructure in Sample GPs. To study the performance of service delivery among rural infrastructure facilities. To offer policy suggestion. The study is based on secondary and primary data. Secondary data

collected from the rdpr.kar.nic.in, 4th state finance report in sample Gram Panchayats and economic survey. I have selected two Districts in Karnataka based on Gram Panchayat performance index prepared by the rdpr.kar.nic.in. In these two districts I have selected one taluk in each district. I have selected two Gram Panchayats from each taluk based on High Per capita revenue mobilization. Primary data collected from interview scheduled from the sample households in selected Gram Panchayats in Karnataka. Simple percentage and coefficient variation and compound annual growth rate are used for analyzing the collected data. Most important rural development programme like MGNREGS have dominate role in rural development. But in these two Gram Panchayats percentage of expenditure have been declined on MGNREGS over the period of time. Ugginakere has given second importance for expenditure on Road followed by sanitation. And Golasangi has given second importance to sanitation followed by water supply. A total household has 86 visited Gram Panchayat highest found in Ugginakere than Golasangi has 78 percentage of people visit the Gram Panchayat. In percentage of visited Gram Panchayat have fewer households attend the ward meeting in both Gram Panchayats. Visited to Gram Panchayat has in SCs 87 and STs 80 percentage better in Ugginakere compared with Golasangi SCs 60 and STs 70 percentage. Golasangi Gram Panchayat has better performance in water supply among social groups than Ugginakere GPs. Total sample households 68 percent of the households have express good opinion about street road of Golasangi and 32 percent of the households have good opinion about this thing in Ugginakere Gram Panchayat.

Aruna jayamani R(2019), A case study of ISO certified Gram Panchayat in Kerala”with the objective to study the process and strategies followed to achieve ISO certification, to analyze the performance of Panchayat in delivery of basic services after ISO certificate, to identify the strategies of people mobilization for participatory decision making, to identify the factors contributed for the success and sustainability of performance. The Panchayat has constructed a Bus stand cum shopping complex with the built up area 13500 sq. feet. It covers two storied building consisting of 37 commercial units and Gram Panchayat office. The office is having multipurpose auditorium with fully furnished conference hall. It also constructed a gas oriented common crematorium. The Panchayat implemented the palliative care projects and provide services to the aged, weak people, permanently disabled and bed ridden patients. The GP is providing necessary medical care and

medicines to 80 psychiatric patients. Kudumbasree is one of the innovative approaches implemented by the state government aimed to achieve the socio-economic empowerment of women. The activities of the group are paddy cultivation, running of flour mill, sewing machine unit and 85 others cottage industries are successfully operated by these groups. Panchayat also constructed 15 lakh worth of work shed for flour mill for the SHGs of Schedule Caste women.

Dushyantraj(2018), Undertaken a study on “The Role of Women Representatives in the Local Self Government (Panchayat Raj) with special reference to Thane District – A Study” with the objective To study the socio-economic background of the women representatives. To analyze the political awareness among the women representatives in Local Self Govt. (Panchayat Raj) Institutions. To examine the problems faced by the women representatives in Panchayat Raj Institutions .To assess the role of women representatives in rural development. Methodology of the study: Thane district has been selected as the universe of the study. Total of 166 women village presidents were confined to be the unit of study. Apart from the primary sources of data collection, secondary sources were also used. The secondary data were collected from different sources such as books, journals, documents and news papers to substantiate the primary data and to add validity to the analysis. Information was also collected from the records of the village administrative officers, collectorate of Thane district and through internet source. The primary sources of data were collected from the respondents with the help schedules furnished to the Women Representatives of the Panchayat Raj Institutions in Thane District, Maharashtra .Findings of the study: 50.6 per cent of the respondents had competed in the elections due to the family pressure. It indicates that participation of women in the election was governed by the choice of family members. 36.1 per cent of the respondents contested in PRI election only because of women's reservation policy. An analysis has been attempted to examine the participation rate of women elected representatives in the meetings. 84.9 percent of the women elected representatives attended the meetings along with their male family members.

Shivanand et al(2018) in their study on “Study on role performance of gram panchayat members in village development” Gram panchayat is the key organization for overall progress of the village hence gram Panchayat members play a vital role in carrying

out all the development activities of a particular state. With this view present study was conducted to study status of role performance of Gram Panchayat members in three talukas of Osmanabad district Marathwada region of Maharashtra state. A sample of 120 respondents was selected randomly and data collection was done survey method. Ex-post facto research design was used for the study. The study revealed that 40.83 per cent of Gram Panchayat members had medium level of role performance in administrative function while, 30.00 per cent had low and 29.17 per cent had high level of role performance in Administrative functions, respectively. About 29.17 per cent of gram panchayat had high role performance in administrative activities followed by health care function 27.50 per cent, educational functional and cultural activities 27.50 per cent. Overall role performance level indicated that only 18.33 per cent of gram panchayat members had high role performance 65.83 per cent had medium and 19.00 per cent had low level of role performance.

Shrivastava and Shrivastava (2018), “Multiple regression analysis of characteristics of panchayat leaders and its impact on their role performance” with the objectives To predict the variation in performance of panchayat leaders caused by independent variables .Study was conducted in the purposively selected Rajnandgaon district of Chhattisgarh to ascertain the variation in performance of panchayat leaders caused by independent variables. Out of total 21 members of the Jila Panchayat including the president, 9 members who presided over the different standing committees were purposively selected as respondents from the first-tier panchayat. Similarly, out of the total 182 members of the 9 Janpad panchayats, 6 members from each Janpad ($9 \times 6 = 54$) presiding over the standing committees were purposively selected as respondents from second tier panchayats . Multiple Regression Analysis was done to know the combined effect of all the independent variables in explaining the variation on the dependent variable. Significant variables were isolated on the basis of significant t values to ascertain their contribution in explaining the variation in the dependent variables. The variables, caste, social participation, occupation, achievement motivation, information sources, time allocation for panchayat activities and political efficacy had positively significant contribution towards role performance at 0.05 level of probability. Whereas the remaining five variables viz., education, annual income, cosmopolitaness, extension participation and

attitude towards panchayati raj institutions had positive and significant contribution towards role performance of gram panchayat leaders at 0.01 level of probability. The variables social participation, annual income, information sources and extension participation had positive and significant contribution towards the role performance of janpad and jila panchayat leaders at 0.05 level of probability and the variables education, achievement motivation and cosmopolitanism had positive and significant contribution on role performance of janpad and jila panchayat leaders at 0.01 of probability.

Geeta and Sanjay(2017), carried out a study on “Panchayati Raj Institutions and Empowerment of Women: Problems & Challenges” with the **Objectives** of To analyze factors responsible for success/failure related to political participation of the people specially women in Panchayati Raj Institutions. To examine the impact of Panchayati Raj Institutions on rural masses. To suggest measures for further strengthening Panchayati Raj Institutions and empowerment of women.**Findings of the study:** shows a wide gap between the theory and practice. It has been observed that mere holding of the elections of Panchayats and municipalities does not mean decentralization. They also require sufficient powers and resources. The financial position of the PRIs is also not so good. As a result, they are unable to implement properly and effectively the 29 items assigned to them. In such a situation, their development goals will remain only on paper. “If the size of funds is minimal in comparison to local requirements, it results in shortage of funds for large number of activities .Normally, PRIs have low level of internal funding as compared to their local requirements. They are mostly dependent on outside funds, which are in the form of grants distributed over a large number of PRIs and are quite insufficient to cater to the monumental task of strengthening local development base.No Doubt, some of the states have constituted their respective Finance Commissions but the recommendations given by them have mostly not been given practical shape due to lack of political commitment. The reservation of women and the other weaker sections in the PRIs has also not been able to bring about changes to the expected level. Male dominance, caste factor, poverty, illiteracy, cultural inhibitions, etc, are some of the reasons for the same.

Dedunet al(2016), conducted a study on “Constraints faced by gram panchayat members in performing their role for village development” with the **Objective of** : To study the constraints faced by gram panchayat members in their role performance , To

seek suggestions from gram panchayat members to overcome the constraints. **Methodology of the study:** study was conducted in Navsari district of Gujarat state. Five talukas, viz, Navsari, Jalalpore, Gandevi, Chikhli and Vandsa were selected purposively. From each talukas Four villages were selected from them gram panchayat members were selected for the study. Thus, in all, 100 gram panchayat members were selected as the respondents. The data were collected by the researcher with the help of a well structured interview schedule by face-to-face method of interview technique. The data for this study were collected by arranging personal interview. **The findings of the study:** that major constraint faced by the Gram Panchayat members were inadequate administrative and financial power (70.00 per cent) which ranked first, followed by inadequate financial support from government (67.00 per cent), low knowledge regarding rural development programmes (65.00 per cent), inadequate co-operation from village people (59.00 per cent) and lack of training (56.00 per cent) which ranked second, third, fourth and fifth, respectively. The other important constraints were: low level of education (52.00 per cent) ranked sixth, no whole hearted support from family (48.00 percent) ranked seventh, followed by unavailability of computer operator (40.00 per cent), inadequate co-operation from members (38.00 per cent), inadequate co-operation from village level worker (37.00 per cent), and less availability of time (36.00 per cent) which ranked eighth, ninth, tenth and eleventh, respectively.

Bhat(2016), Conducted the study on “**Challenges before Panchayati Raj in Jammu and Kashmir**” with the objective of :To highlight the impact of militancy on Panchayati Raj in Jammu and Kashmir. To analyze the challenges of Panchayati Raj in Jammu and Kashmir. **The methodology of the study:** primary data has collected through survey. Secondary data has collected through case study .The Panchayat election 2011 in J&K was the overall enthusiasm of the people, as stated above, is a positive message regarding their salience of democratic politics. Around 80 per cent voter turnouts were recorded. According to some estimates, the turnout in the Kashmir valley was over 77.71 per cent. The young people especially were quite participated in the electoral process with many of them joining the election trying their luck as the candidates for Panch and Sarpanch constituencies. Unfortunately 2011 elections were held in a situation when the armed conflict was still a reality in Jammu and Kashmir.

Ambika and Chhavi(2016)Carried out a study on “**Rural development through e-governance initiatives in India**” with the **Objectives of** : To identify the building blocks towards rural development through ICT.To study different E-governance initiatives in India.**The methodology of the study:** The paper is based on secondary data and data is procured from published sources like the websites of Ministry of Rural Development, research papers, books and periodicals and newspaper reports. **Findings of the study:** India is a nation with 69.8 per cent of total population lives in rural areas. With such large rural population government is required to make concrete efforts for the development of Rural areas. Undoubtedly Government of India has made considerable efforts like Digital India campaign initiated in 2015 to reduce the digital divide and ICT has proved to be a tool for its successful implementation. As per Chambers rural development is a strategy which enables people to benefit themselves and their families by fetching more of what they need. Singh defines Rural Development as a process which leads to sustainable improvement in quality of life of poor people residing in rural are as.In 1991 the percentage of rural population was 74.3 per cent which reduced to 72.2 per cent in 2001 leading to 69.9 per cent in 2011

Krupa, (2016),”Role of Social Audit in development of rural area through PRIs – A case study of Shimoga region”with the objectives of To know about the social audit practices in the Panchayat Raj Institutions.To study about the funds provided by the government to the Panchayat Raj Institutions for the rural development in the study area.To assess the social audit practices in gram panchayath (study area) from the beneficiaries’ perspective. To give some suitable suggestions for the effective implementation of social audit practices in the study area. This study is based on both primary and secondary data.Primary data has been collected from the respondents through structured questionnaire and used interview method to collect information from the officials of the Gram Panchyaths. Secondary data has been collected from the different sources such as articles, books, papers and websites. Sample Design Population –People of Shimoga District. Sample Technique – Convenient sampling method used to conduct the survey. Sample Size – 150 respondents are selected from different taluks of Shimoga district. The collected data is analyzed through percentage and interpreted. Panchayat Raj Institutions are needed fund for rural development for the purpose empower the rural people, development of infrastructure, meet basic needs of rural people. Central

government grants funds to the Panchayat Raj Institutions & it agreed by the majority percentage of the respondents of course grants are provide by central and state government but major portion of grants are from central government which is sanctioned for rural development under various schemes. Majority of the respondents opined that funds provided by the government under various schemes are enough. But some opined that it's not sufficient to meet the various needs of PRIs. In every respondents family not less than two to four members are taking benefits from various schemes of the government through panchayat. Panchayats are practicing social audit & it agreed by 86% of the respondents through the means of gram sabha. In this study area social audit practice is taken by various means but most effective method is conducting gram sabha.

Biswas Sudipta(2015), conducted a study on **"Implementation of PESA: Issues, Challenges and way Forwards"**.with the **Objectives of** : study about Implementation of PESA: Issues, Challenges and way Forwards. **Methodology of the study**: For the purpose of the review secondary source of data was used. Data was collected from different sources like Circulars, Guideline etc. issued from Ministry of Panchayati Raj; Annual Reports, different government reports, reports of different committees formed by the government; website of the Ministry of Panchayati Raj, and other study reports from different sources.**Findings of the study**: According to Census data 2011, tribes constitute 8.6% of the nation's total population. There is very high concentration of tribal population in the country in the Fifth Schedule and Sixth Schedule Areas . These are described in the Constitution of India as Scheduled Areas and Tribal Areas respectively. These tribal communities have their own rich tradition and culture. Predominantly distributed in the hilly and forest regions, they are very much dependant on nature. Since their life and livelihood is very much dependant on nature, they have been traditionally playing the role of protector of flora and fauna. Obviously, they deserve the right over the natural resources and also management thereof.

Gandhi (2015) Conducted the study on **"Decentralized Democracy: Evaluation of Panchayati Raj in Arunachal Pradesh"****The main objectives of the study**are: Understand the people's perceptions on decentralized political institutions. To have an appraisal of the people's participation in panchayati raj institutions. To assess the present working of panchayati raj as decentralized political institutions.To find ways and means to

strengthen the PRIs. **Methodology of the study:**The present study is based on both the method of historical, survey research. The data and information has been collected both through primary and secondary sources. For the process of collecting primary data, different tools and techniques like interview scheduled, questionnaire, formal and informal discussions and participant observation etc. Two sets of questionnaire-one for panchayati raj representatives and the other for the general people including few officials or beneficiaries. Accordingly, interviews were conducted with panchayat representatives, beneficiaries, officials and other who are engaged in related activities. Apart from the primary data, the books, journal from library, released records and documents and both published and unpublished works has been used for secondary sources. **The findings of the study** reveal that the PRIs in Arunachal Pradesh have been exercising very few powers and perform very few functions. The majority of respondents observed that the intended functions were not transferred to PRIs. It is observed that the Government of Arunachal Pradesh is not willing to devolve power and transfer functions to PRIs. As Pratap Chandra Swain has rightly states that in Arunachal Pradesh, the State Government obviously preferred the “Bureaucratic Raj to Panchayati Raj”.

Kavya and Manjunatha S(2015),on their study” A sociological study on the role of gram panchayats in women empowerment in karnataka state”with the **Objectives of:** to examine the role of Gram Panchayats in empowering women in Karnataka state. To understand the social, educational, economical and political empowerment of women members of Gram Panchayats in Karnataka state.**Methodology of the study:** the present study fifty women members of Gram Panchayats were selected with the use of simple random sampling method in Hassan taluk of Karnataka state. Through the direct interviews I have collected primary data from the preselected sample. The following table provides information on the overall profile of panchayat system in Hassan taluk. **Findings of the study:** Self confidence is one of the basic requirements of women members of Gram panchayat. In that 84% of respondents are opined that their self confidence is increasing after the membership of Gram panchayath. But 16 per cent of respondents are facing lack of self confidence due to the cause of social attitude towards women members. Every person should have good respect from the family and society. In that our 80 per cent of respondents are opined that they are getting good respect from the family and society as members of Gram panchayat. Before the members of Gram panchayat they

were facing lack of respect from family and society. But now they are getting good respect from family and society. 20 per cent of respondents are opined that though they are members of Gram panchayath they can't get respect from family and society because of male dominancy. Power and opportunities can change our living conditions like food, shelter, life style, etc. likewise women members of Gram panchayat are also not exceptional from this. 70% of respondents are opined that their living conditions are changing through membership of Gram panchayath. But 30 per cent of respondents though they are members of Gram panchayath their living conditions are not changing because of more poverty.

Nirmaljeet and Kalsiand,(2015)Conducted a study on “A strategic framework for good governance through e-governance optimization: A case study of Punjab in India” with the **Objectives of:**The study identifies the factors responsible for creating a conducive environment for effective and successful implementation of e-governance for achieving good governance and the possible barriers in the implementation of e governance applications.**Methodology of the study:** A framework for good governance by getting the shared vision of all stakeholders about providing good quality administration and governance in the Indian context through “Participatory Stakeholder Assessment”. The study uses descriptive statistics, perception gap, ANOVA and factor analysis to identify the key factors for good governance, the priorities of public regarding e-services, the policy makers’ perspectives regarding good governance to be achieved through e-governance.**Findings of the study:** The study captures the good governance factors mainly contributing to the shared vision. The study further highlights that most Indian citizens in Punjab today believe in the power of information and communication technology (ICT) and want to access e-governance services. Major factors causing pain and harassment to the citizens in getting the services from various government departments include: unreasonable delay, multiple visits even for small services; poor public infrastructure and its maintenance in government offices.

Gopa and Ujjwal,(2015), “Participation of Women in Panchayat Raj Institution: A Block Level Study of West Bengal” with the objective of The West Bengal government passed amendment to the panchayat law introducing one third reservations for women,

including Schedule Cast/Schedule Tribe (SC/ST) women, at all three tiers of the panchayati raj system. The first election with such reservation was held in year 1993. The present paper is an attempt to look into the women's participation in Panchayati Raj Institution. The main objective is to study how women members are able to and to what extent occupy seats of Panchayat Raj Institution. It also examines the position of lower class women in Panchayat Raj Institution. The study is based on results of various panchayati level elections in West Bengal and primary evidences collected from women pradhans and deputy pradhans in various gram panchayats of Haldibari block of Coochbehar district (as per 2008 election). The study reveals that political participation of women has increased in village panchayat level and extent of participation of SC women has been more than 33%. Out of 62 Gram Panchayats seats, 24 (38.70%) are won by female members. Out of 24 female members 18 members (75 %) come from SC community. In Permeckliganj and Uttar Bara Haldibari Gram Panchayat all women members are from SC community. So the study revealed that women belong to lower class community have greater chance in decision making process.

Thanikasalam and Saraswathy,(2014), conducted a study on “**Role of Gram Panchayat in Rural Development: A Study of Vagurani Village of Usilampatti Block of Madurai District(Tamil Nadu)**”with the **Objectives of:** To evaluate the rural development activities of Vagurani gram panchayat, To identify problems of Vaguranigram panchayatin implementing rural development programmes.To give suggestions for the better implementation of policies and development. **Methodology of the study:** the relevant data for the study was collected through primary and secondary sources. Research tools such as interview schedule and participant observation was used. The Secondary sources comprised of official records of Gram Panchayat Vagurani. Separate questionnaires were used for collection of information from Gram Panchayat members, and rural poor people, Scheduled Caste and Scheduled Tribe people who have taken assistance and other benefits under the jurisdiction of gram Panchayat. The data is also collected through the interview schedule. Respondents were interviewed at their respective residences. A questionnaire was prepared which comprised questions on various aspects dealing with their social, economic, political and educational conditions. **Findings of the study:** he male beneficiaries have taken large share in every program. The

total number of beneficiaries is 261 in which 204 are males and 57 are female beneficiaries and out of the total 125 SC/ST beneficiaries, 98 are males and 31 are female beneficiaries in the year during 2008-09 to 2012-13. The Ambedkar housing scheme is purely extended only to the SC/ST people, and remaining housing schemes facilities are given both to SC/ST and other caste groups. The study reveals that certain social facilities like sanitation and quality of roads were found in adequate. As the extent their adequacy and accessibility varies from village to village, nearly 72.73% of the beneficiaries have expressed their dissatisfaction over the adequacy and accessibility of the above mentioned facilities.

Tauffiqu and Jitendra (2014)“A Study on Application and Role of ICT in Rural Development” with the objective of : To analyse the role and scope of ICTs in rural development. To suggest course of actions that should be taken so as to utilise ICTs in better way for rural development. To study the ICT and its relevance to rural development. To examine the current status of ICT in India. To find out the conclusion and a suitable suggestion to a better implementation of ICT in rural areas. The methodology of the study: This research paper is carried out with the help of only secondary data collected from different sources. These online sources are various databases like Science Direct, Google Scholar, Emerald, and SSRN. Some information is also added from Internet search engine Google, and website like Ministry of rural development of Government of India and department of IT. The purpose of this study is to explore the relevance of ICT on rural development ICTs stand for Information and Communication Technologies. ICTs refer to technologies that provide access to information through telecommunications.

Vikas,(2013), On his study **“Participation of Women in Panchayati Raj Institutions:A Sociological Study of Haryana, India”** with the **Objectives of** to understand this phenomena, the investigator has formulated the following objectives: To study the socio-economic background of the respondents, To know the awareness and constitutional knowledge of women in PRI’s.**Methodology of the study:**The sample of 50 women respondents from village Anwali District Sonipat, Haryana, India. Stratified sampling technique was adopted for selecting the sample from different wards of the village. Interview Schedule was used to collect primary data from the respondents. Analysis revealed that the awareness and constitutional knowledge of women was not

satisfactory. **The findings of the study:** When we analyze all the data collected from the respondents, we found that majority of respondents participate in the electoral process as voter. From this study we found that respondents have very less awareness about the Panchayati Raj Act 73rd Amendment. They know that every village have a Panchayat which works for the development for the village but they do not know the various power, works etc. of the Panchayats. They have a very little knowledge about the reservation of seats for women in Gram Panchayats. During this survey we found that most of our respondents cast their vote to that candidate whom their husband chooses. Even they do not have that right to cast their vote for their own choice.

Deshpande et al(2013), studied on “Role Performance of Gram panchayat members in Agricultural Development Programmes” with the objectives To study the awareness of Gram panchayat members about agricultural development programmes. To study the role performance of Gram Panchayat members about agricultural development programmes. To explore the relationship between personal, socio-economic and communication characteristics of Gram Panchayat members with their awareness in agricultural development programmes 4. To explore the relationship between personal, socio-economic and communication characteristics of Gram Panchayat members with their role performance in agricultural development programmes. The present study was undertaken in Palanpur, Dessa, Dhanera and Dantiwada Taluka Panchayat of Banaskantha district of Gujarat State. From each talukas five Gram Panchayats were randomly selected and six Gram Panchayat members were selected randomly from each Gram Panchayat to get total 120 respondents for study. Most of the Gram Panchayat members (70.00%) had medium level of awareness, while rest of them were equally distributed in (15.83 %) ‘low’ and (14.17 %) ‘high’ level of awareness about agricultural development programmes. Most of the grampanchayat members two-third (68.33 %) of respondents were having ‘medium’ level of role performance in agricultural development programmes followed by 16.67 per cent and 15.00 per cent of respondents were having ‘low’ and ‘high’ role performance, respectively. The multiple regression coefficient (R²) was estimated on the data of awareness of Gram Panchayat members about agricultural development programmes, it was found that 70.50 per cent variation in awareness were explained by a set of 12 variables, respectively. It was also revealed from the data that out of 12 variables,

land holding and mass media exposure had significant effect on awareness of grampanchayat members. On the basis of multiple regression analysis, the three important independent variable .

Kalpesh,(2013)conducted a research study on “**Role performance of Gram Panchayat members in village development**” with the objective of: To study the profile of gram panchayat members.To ascertain the role performance of gram panchayat members.To study the relationship if any between the profile of gram panchayat members and their role performance .To study the constraints faced by gram panchayat members in their role performance .To seek suggestions from gram panchayat members to overcome the constraints **Methodology:** The study was undertaken in Anand district, which is operational area of Anand Agricultural University. Three talukas viz., Anklav, Borsad and Petlad were selected for the study and from each selected taluka, eight villages with full fledged gram panchayat were randomly selected. From each selected village, five gram panchayat members were selected making the total sample of 120 respondents. The data were collected in the light of the objectives of the study with the help of well structured, pre tested Gujarati version interview schedule. For measurement of dependent and independent variables included in study, different scales and scoring techniques developed by previous researchers were used with slight modifications, wherever necessary. The data so collected were coded, classified, tabulated and analyzed in order to make the finding meaningful. The statistical tools used were percentage, mean score and coefficient of correlation.**Findings:** The important findings of the study were as under: Majority (73.33 per cent) of the gram panchayat members belonged to middle age group. Majority of the Gram Panchayat members (80.00 per cent) had primary to higher secondary level of education. Majority of the respondents (73.33 per cent) had medium size of family. More than half (58.33 per cent) of the gram panchayat members spent 5 to 10 hours for Gram Panchayat work. Two-third (66.67 per cent) of the Gram Panchayat members had up to 5 years of experience as panchayat member. Slightly less than half (48.33 per cent) of Gram Panchayat members were found in non-reserved caste category. Nearly two-third (65.00 per cent) of Gram Panchayat members had membership in more than one organization (other than Gram Panchayat). In case of political contact; 86.66 per cent, 63.33 per cent and 50.00 per cent of the gram panchayat members had no any contact with minister, MP and MLA, respectively

Gursharan and Paramjit (2012), Conducted the study on “**Panchayati Raj Institutions and Rural Development Post 73rd Amendment Scenario**” with the objective of : To examine the functioning of panchyati raj institutions. To assess the impact of 73rd amendment act on rural society particularly on the marginal group and women. To study the knowledge, intensity of participation and performance of elected leaders. To know about the perception of villagers regarding the working of PRIs. To study the various problems faced by these institutions and make suggestions for the efficient working of PRIs. **Methodology of the study:** For purpose of present study primary data has been collected from Amritsar district of Punjab. Out of 8 blocks under Amritsar district, one block i.e. Jandiala Guru has been selected. There has been 83 villages under Jandiala Guru Block, 10 were selected. A schedule was especially designed for the purpose of the study. A convenient sample of 70 functionaries of PRIs and 50 beneficiaries (villagers) were selected. Out of 70 functionaries, 45 were male panches/sarpanches and 25 were women panches/sarpanches. 50 beneficiaries were randomly selected 5 from each village to judge the performance/working of PRIs. Simple percentage method has been used for data analysis. **Findings of the study:** The description of leadership pattern can only be offered by making a close study of the background and environment in which they grow-up. The results revealed that 28.57 percent of respondents have large land holding, 21.43 percent respondents have small land holding. While 11.43 percent respondents have some other profession like shopkeeper, agriculture labourer etc. whereas 38.57 percent of them were landless poor. It is to mention here that in case of female leaders the economic status was judged on occupation of Husband/ elder son.

Anitha(2012), on her study “**A critical analysis of role performance of women sarpanch in Andhra pradesh**” The objectives of the study: To critically analyze the role performance of women sarpanch in Andhra Pradesh, to study the profile and leadership characteristics of the women sarpanch. To explore the factors influencing the performance of women sarpanch. to find out the role performance of women sarpanch as perceived by themselves, villagers and functionaries of Panchayath raj department. To analyse the relationship between the Profile, leadership characteristics, influencing factors and the role performance of women sarpanch. To identify the problems encountered by women

sarpanch and to elicit the suggestions for improving their performance. To study the profile and leadership characteristics of the women sarpanch. **The methodology of the study:** Andhra Pradesh state, having 23 districts, comprises three distinct geographical regions namely Coastal Andhra, Telangana and Rayalaseema. The study was conducted in three districts taking one district randomly from each geographical region with an intention to represent all the three regions differing socio-economic and working environment factors. Four women sarpanch who are in roles were selected from each selected mandal randomly. Thus a total of 60 women sarpanch from fifteen mandals were selected for the study. **The findings of the study:** The findings of the study revealed that the role performance of women sarpanch was found to be average. The study also revealed that meager percentage of respondents were performing in a better way and were undoubtedly an asset in the local governance. But, it is a cause of serious concern that mediocrity rather than excellence is the level of performance of the majority. It is nothing but disquieting to bear in mind a burdensome liability of the poor performers. Strong administrative and other remedial measures are warranted to deal with poor performers with suitable motivational techniques for uplifting the medium performers. The strategy suggested below flows from a critical analysis of empirical findings of the study, leadership traits, influencing factors and indicators of role performance, the problems expressed and suggestions given by women sarpanch

Swapna(2012) carried out a Study on, “**Performance of e-Governance in Indian Economy**”. With the objectives of : 1) To know the e-Governance Policies in India. 2) To study the role of e-Governance in the Agriculture sector. To identify the performance of e-Governance in the rural development. To reveal the impact of e-Governance on the social welfare aspect. **The methodology of the study:** The study is based on secondary data obtained through scanning of available literature on the subject from various libraries and institutes. Various magazines, newspapers, journals etc. were consulted. Interviews and group discussions with knowledgeable people in this field. The relevant data from various sources has been collected and the updated report has been compiled. **Findings of the study:** In India the concept ‘e-governance’ began with National Informatics Center’s efforts to connect all district headquarters through computers in 1980s. In 2002 it further proposed the setting up an Indian portal for public access to information on various aspects of government functioning. e-governance promotes the efficiency, enforces

accountability, brings transparency in the working of the government system and reduces time delays; All important government policies are useful to people, e-governance also beneficial to the citizens.

Dhavaleshwar and Shaik(2012), “A Study on People’s Participation in Gram Sabha and Rural Development In Gulbarga District of Karnataka State”with the objectives of To find out awareness among peoples about gramsabha.To explore participation of people in decision making process in gram sabha and rural development.The study covered one of the biggest Panchayat namely Harugeri in Karnataka state, which includes 3 villages like Harugeri, Harugeri-cross and Bykod. The selection of Panchayat by purposeful sampling method and selection of respondent made by stratified and random sampling method for insuring that the unit selected for study becomes as far possible people of Harugeri Panchayat as whole. The entire 170 respondents including male and female from various socio-economic and political background were interviewed. The questionnaire was administrated to them during November December 2011 for this purpose. Out of 170 respondents, all of them are found to have clear idea on functioning of Gram panchayats. They also know about developmental programmes implemented in the respective village since past two years. 83.55% of the respondents are aware about rural development schemes such as; NREGP, GANGA KALYAN YOJANA, and ASHRAYA YOJANA etc, higher level of education, good economic background and interest of people appear to be the causes of their high level of awareness. 62.35% respondents content with the panchayat activities .90.36% of respondents were aware of gramsabha concept which shows that there is good sign of people’s participation in discussing about rural development activities.7.64% respondents don’t know anything about Gram Sabha, this is very important finding of this study. 6. 2% of respondents have not responded anything pertaining to Gram Sabha. 46.5% respondents know about the minimum eligibility to attain Gram Sabha. 8. 66% of respondents are aware with the proceedings of Gram Sabha. 67% respondents Clare with the corium for Gram Sabha meet. 92.45 of respondents prepare panchayat premises for conduct of Gram Sabha.84.70% respondents opined that gram sabha is the best platform to discus about rural development activitie.

Mankar et al(2011), “Awareness and performance of the roles in agricultural development by panchayat members” The study was conducted in Ratnagiri district of

Maharashtra. Total 315 panchayat members were selected from 45 village panchayats to know the awareness and performance of the roles in agricultural development. It was observed that half of the respondents were aware of the roles pertaining to animal husbandry, whereas, equal percentage (17.77 %) of the respondents were aware about activities under forest and ensuring conservation of manurial resources, preparing compost and sale of manure. Regarding performance of the role, 29.20 per cent of the panchayat members performed the role about provisions of health services to livestock, hybridization of local breeds and informed the veterinary doctor diseases occurred in the villages and possession of knowledge about common diseases of livestock. Meagre panchayats executed the role regarding ensuring conservation of manurial resources, preparing compost and sale of manure (5.71 %). Inadequate staff (68.57 %), inadequate and irregular supply of funds to panchayat and lack of timely and adequate guidance were the major problems experienced by 64.76 per cent of panchayat members.

Mande and Kshatriya,(2011) undertaken a study on “Role Performance of Women Member of Grampanchayat” with the objectives of to study the personal characteristics of the women Gram panchayat member. To explore the role performance of women Gram panchayat member. To find out relationship between role performance and personal characteristics of the women member of Gram panchayat. **The methodology of the study:** The study was conducted in randomly selected Majalgoan, Parali and Wadwanitaluka of Beed district of Marathwada region (M.S.) in 2010-2011 with specific objective to study the role performance of women members of Grampanchayat. Twelve villages from each tehsils and 3 women members from each Grampanchayat were selected. Total 36 villages from three tehsils were selected to comprise total 108 respondents by method of sampling for present investigation. Data were collected personally by interviewing the respondents with the specially designed interview schedule. The collected data were tabulated and analysed systematically using mean, frequency, percentage, standard deviation and coefficient of correlation, multiple regression. **The findings of the study:** majority of the women Gram panchayat members were young, having primary education, living in small size family, low cosmopolitans, medium mass media exposure, high social participation, high socio economics status and medium work experience.

Khalge et al(2010), conducted the study on “**Role performance of Gram panchayat members**” “with the **Objectives of** to appraise the role performance of Gram Panchayat members and its relation with their profile. **Methodology of the study:** 20 villages from above mentioned blocks were selected for the study. The 6 Gram panchayat members were selected randomly from each of the villages (from backward section and 3 from forward section) for the study by positional approach method. Thus the sample of 120 Gram Panchayat members from 20 villages was selected for the study. Data were collected by personally interviewing the respondents with the help of specially designed and pretested interview schedule. **Findings of the study:** majority of the Gram Panchayat members belonging to backward section as well as forward section had medium role performance about functioning of Gram panchayat. Regarding relational analysis it was found that the characteristics of Gram Panchayat members namely education, occupation, annual income, social participation, achievement motivation, mass media exposure, Cosmo politeness, leadership background and leadership experience were positively and significantly related with role performance of Gram panchayat members.

According to **vision group(2005)** “**Social audit gram sabha and panchayat**” vision foundation was commissioned to conduct a study with the following broad objectives.a) To assess the status of Social Audit and Gram Sabha & Panchayati Raj (Gram Panchayat) as per law of the land and as practiced in India, and To recommend measures for, making the process of adopting implementation of Social Audits as a matter of culture. **Methodology of the study** :covering seven states from different regions of India, selecting One District from under developed and one from Developed Districts of the State and Delhi as a Urban State, for comparison. It contacted 10, 500 Respondents, from Different groups including Beneficiaries, PRI Functionaries, Govt Officials, Political Leaders, NGO Leaders, and Academicians, representing both Demand and Supply System through Depth Interviews, Group Discussions, and Observations. **Findings:** The Secondary Study findings, confirmed the fact that the basic principles of managing change, from a Monarchy to Democracy was neglected, may be due to lack of understanding of the degree of impact of the Monarchy for centuries headed by foreign Rulers with exploitative intent including the Muslim Rulers and British Rulers, on the mindset of the citizens / ruled and the ruler class, the left over, who entered in to the indian

administration, after independence. the fact that lord mount baton was retained to support the process of governance of india through introduction of systems and procedures of governance, had contributed to the perpetuation of the mindset of monarchy and ruler. the first impression lasts long, goes the saying. the first impression of a monarchy mind set is strongly imprinted in the indian development management system, which is acting as a difficult resistance for change, which could have been easier immediately after Independence.

Jadhav,Patel and Chaudhri,(2011),conducted a study on “**Relationship of Gram panchayat members with their role performance in agriculture development**” The present study was undertaken with the specific **objectives** to know the relationship characteristics of Gram panchayat members with their role performance in agricultural development. **Methodology:** the present study was conducted in purposively selected Kalmeshwar Tahasil of Nagpur district of Maharashtra State in India. Kalmeshwar panchayat samiti consists of 108 villages under 51 Gram panchayat from which 20 Gram panchayat were selected and 150 respondents were selected by using random numbers sampling for the study. A schedule was designed to collect the information with the objectives of the study. **Findings of the study:** From present study, it was concluded that majority of Gram panchayat members were performing better individual role performance and better group role performance in agricultural activities and functions. The study revealed that age had negatively significant impact while education, landholding, annual income, socio- economic status, social participation, and cosmopolitans and extension contact had significant impact on the individual and group role performance of Gram panchayat members in agricultural activities.

2.5.1.SUCCESS STORIES OF GRAM PANCHAYAT:

KONWARGAON GRAM PANCHAYAT (BLOCK BHURBANDHA, DISTRICT MARIGAON, ASSAM)

“Digital transformation in rural India” Konwargaon GP covers an area of 10.2 Km² with a population of around 10,104, sex ratio of 974 higher than the national average (Census 2011) and 1,985 households. Apart from the important activities undertaken by the GP such as timely conduct of meetings/events, transparency in selection of

beneficiaries and implementation of schemes, coordinated functioning with Government Departments, focus on own source revenue generation etc. Konwargaon GP has emerged as a shining light in leading the digital transformation in rural India. Some of its efforts worth highlighting are as follows: Taking a step towards effective implementation of digital economy post demonetization of the Indian economy in November 2016, Konwargaon GP took the initiative of cashless economy in Chatanguri village under its jurisdiction. In order to successfully implement the plan, this Panchayat partnered with United Bank of India (UBI), Morigaon branch. Training programs were organized for shopkeepers focusing on using Point of Sale (POS) machines, BHIM UPI app as well as other mobile wallets. All the shopkeepers in the Panchayat were provided with free POS machines by UBI which were then linked to their bank accounts and further to BHIM UPI app. As a result, shopkeepers started accepting payments from customers in digital form. This was consistent irrespective of the amount; shopkeepers even accepted Rupee 1.00 electronically. This move greatly supported both shopkeepers and general public and comforted their daily lives. With the efforts of this GP, a new mobile tower was also installed to ensure good network coverage for online transactions. Further, this GP is making effective usage of e-panchayat applications developed by Ministry of Panchayati Raj such as PRIASoft for cash books maintenance & auditing of accounts, ActionSoft for progress of Gram Panchayat Development Plan, National Assets Directory and mAsset app for capturing assets, AreaProfiler etc.

All these efforts greatly reveal the potential of rural India, as well as the level to which modern technology has been embraced even in remote areas of the country. **(National Panchayat awards-2018, Government of India Ministry of Panchayati Raj)**

SHILPHILLI GRAM PANCHAYAT (BLOCK SURAJPUR, DISTRICT SURAJPUR, CHHATTISGARH)

Silphilli GP covers an area of 4.2 Km². It is home to population of 3,547 people, 30% of it being migrants, and consists of 486 households. There are 1879 males and 1668 females, with a sex ratio of 888. Satisfactory performance with regard to functioning of this GP is observed through its conduct of day to day and other major activities. Institutions such as anganwadis, PHC, school etc. and panchayat committees are also

adequately functioning in this GP. Silphilli GP has undertaken several initiatives for the welfare of the marginalized sections of its area, few of which are cited below:

I. Livelihood generation through recycling :

Panchayat formed 17 Self Help Groups (SHGs) under NRLM scheme, comprising of 170 members. Training in Plastic Engineering provided to 40 women from SHGs groups in Raipur. Livelihood generated for families of SHGs women through recycling and manufacturing plastic cups and plates, thus, inculcating a feeling of self-dependence among all. As a result, earnings of Rs.20,000/- approximately was made through this activity. Gram Panchayat provided 75 quintals of different varieties of seeds to 50 families belonging to ST community to facilitate farming and earning livelihood.

II. Curbing social evils and serving the marginalized:

Special efforts of this Panchayat towards establishing a healthy, progressive and peaceful society are as follows: Women of this Panchayat indulged in brewing local liquor were educated about the dangers of alcohol which subsequently resulted in making this Panchayat free from alcohol addiction. Special efforts were made to encourage girl education wherein 20 SC/ST girls were distributed cycles and a rally was conducted to promote „Beti Bachao, Beti Padhao“ campaign. A community centre, toilet and primary school was constructed for ST community. Mass marriages of 250 couples from poor families were organized. 2 health camps were conducted to provide free health check-ups for old, women and disabled persons. 240 senior citizens, differently abled and widows were benefitted through pension schemes.

In addition, another achievement of this village that needs to be highlighted is that it is the first digital village in Chhattisgarh with wi-fi connection. Earlier, people of Silphili were facing problems in filling online forms on a day-to-day basis. Applying for basic documents such as caste certificates, ration card, pensions, etc. was becoming difficult for them. They had to travel 25-30 Km away from the village, to get internet access. One of the local residents came forward and volunteered to provide help for setting up a Wi-Fi modem. Further, the Panchayat members of Silphili came forward for mobilization of resource and contributed around Rs. 15,000/- to Rs. 20,000/- for this purpose.

Overall, this GP has highlighted a great achievement through improvements in the sectors of revenue generation, education and digitization mostly through self perseverance showcasing a lesson for all. **(National Panchayat Awards-2018, Government of India Ministry of Panchayati Raj)**

DHAMOON GRAM PANCHAYAT (BLOCK MASHOBRA, DISTRICT SHIMLA, HIMACHAL PRADESH)

“Livelihood generation through cooperation” Dhamoon GP covers an area of just 7.6 Km² with a population of 2,211 and a sex ratio of 992 which is above the national average. There are 530 households in this Panchayat and the literacy rate of GP is 83.27%. Institutions such as anganwadis, PHC, school etc. and panchayat committees are adequately functioning in this GP. In this GP, a cooperative society named as “Mahakali flower and vegetable production cooperative society”, was established in the year 2009 but without any technical or financial support. However, with the initiative of newly elected Pradhan in December, 2015, improvement in the functioning of this society was noticed and as a result, presently, there are 50 families of farmers associated with this society. Total turnover of this society is Rs.1.50 crore. This society has undertaken several initiatives such as technical support awareness camps, arrangements for selling farmers’ produce with nominal charges of 2 %, awareness on all types of seeds, fertilizers, chemical pesticides, insecticide etc. Earlier, due to menace/danger of wild animals, farmers were not able to cultivate vegetables without a fear of loss. However, with the efforts of GP and society, all the agricultural activities are now being undertaken in the greenhouses/polyhouses. Presently, total area of production covered is around 40,000 sq meter. As a result, the average income of the farmers has also increased many-fold. This society is also cultivating organic species of flower and exotic vegetables like red and yellow capsicum, iceberg and seedless cucumber and the farmers produce is being sold in the nearby markets. Technical support by the State Environment Science and Technology Department is also supplementing the efforts of this Panchayats. Further, the green houses for vegetable nursery production had also been setup by State’s Agriculture Department. **(National Panchayat Awards-2018, Government of India Ministry of Panchayati Raj)**

RADDER-NAGANUR GRAM PANCHAYAT (BLOCK NARAGUND, DISTRICT GADAG, KARNATAKA)

Thematic Area: Sanitation “Towards a cleaner and better future through participation” Radder-Naganur Gram Panchayat covers an area of 65.22 Km² with a population of 3,002 and a sex ratio of 985 higher than national average. There are 594 households in this Panchayat and commendably. Holistic governance is a remarkable feature of this Panchayat. Success of this Panchayat includes in its tag of ODF achieved during the year 2016-17. The Panchayat is the first ODF Panchayat in its district. Steps taken towards achieving this are as follows: Efficient utilization of funds; a total of 176 toilets are constructed in 45 days, Every local did voluntary work from 6 am to 7 pm without any incentives. Further, an army servicing personnel also donated his land towards the construction of toilets in the village. Construction of toilets in the outskirts for beneficiary who lacked place near their home, Awareness on sanitation and solid and liquid waste management are organized by the, Panchayat. Drinking water is supplied to all at a cost of Rs. 1 for 10 litres. Anganwadi were upgraded by mobilizing funds from the donors away from village and is termed as “grandma” s donation”. Man power is utilized in Sharamadhaan a unique concept by the villagers in cleaning the village once a week for an hour. The Panchayat has also institutionalized and customized the grievances redressal mechanism under „Jamabandi” , a local institution initiated for social audit.

Further, Panchayat provides awareness on sanitation, solid and liquid waste management, communicable diseases, preventive medicines etc are seen given through public address systems, wall writings, pamphlets, bit notices etc. Information of the schemes implemented, information on RTI etc. are displayed at the Panchayat office. Street plays ,seminars , and workshops are also conducted for sensitizing on the issues of child labour ,child marriage, Protection of Children from Sexual Offences Act,2012 (POSCO Act), full enrolment, sanitation, conservation of environment, maintenance of water bodies and organic farming etc.(**National Panchayat Awards-2018, Government of India Ministry of Panchayati Raj**)

BUDHANNOOR GRAM PANCHAYAT (BLOCK CHENGANNUR, DISTRICT ALAPPUZHA, KERALA)

Thematic Area: Revenue Generation “Understanding the concept of self sustenance” Budhannoor Gram Panchayat covers an area of 19.2 Km² with a population of 18,563 and a sex ratio of 1000 way above the national average. There are 6,564 households in this Panchayat and commendably, literacy rate of this GP is 96.7%. Effective monitoring of the schemes and activities, regular meetings and effective usage of technology is a remarkable feature of this Panchayat. This GP is focusing primarily on earning its own source of revenue through tax collection. In its direction, this GP has collated its efforts through the following activities: Constitution of Finance Standing Committee and support in its conducted of field survey ,enlisting all the institutions, persons, traders, liable to pay taxes advising the defaulters to pay arrears of taxes ,sharing the list of defaulters shared in the meeting and publically,ngaging Kudumsree volunteers and employees of the panchayat for door to door collection of taxes; targets and performance are as well reviewed. A month’s salary is given as a bonus for achieving the target,organizing tax collection camp,mandatory submission of receipt of tax paid for availing different services of panchayat like ownership certificate, residential certificate, licenses etc.,Enlisting common properties which have potential for revenue generation.(**National Panchayat Awards-2018, Government of India Ministry of Panchayati Raj**)