

Title: The Success Story of Gram Panchayat Leader- Shri Niranjan Uraon

Topic of the case study: The impact of replicable model of village leadership in sustainable rural development

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Thematic area of the case: Agriculture and Education– the two pillars in the developmental pathway taken care by the rural leadership for achieving a marked change in overall improvement

Name of the Gram Panchayat, District, State: Sons Panchayat (Chanho Block), Ranchi district, Jharkhand

Abbreviation

GP	Gram Panchayat
LAMPS	Large Area Multi Purpose Society
ER	Elected Representatives
SC	Scheduled Caste
ST	Scheduled Tribe
SSA	<i>Sarba Shiksha Abhiyaan</i>
VEGFED	Vegetable Marketing Federation Ltd.
MGNREGA	Mahatma Gandhi National Rural Employment Guarantee Act
SHG	Self-Help Group

Glossary

<i>Aam sabha</i>	Individual village/hamlet level meeting
<i>Amulya Nidhi</i>	Precious Gem
<i>Anganwadi Center</i>	Government run mother and child care center in village
<i>Gram Pradhan</i>	Head of the village
<i>Gram Sabha</i>	Village council
<i>Gram Shiksha Samiti</i>	Village Education Council
<i>Kisan Prashikshan Kendra</i>	Farmers' Training Center
<i>Mahila Mandal</i>	Women Federation
<i>Mukhiya</i>	Village council chief
<i>Mukhiya kosh</i>	Fund allotted to <i>Mukhiya</i>
<i>Nigrani Samiti</i>	Village level vigilance committee
<i>Panchayat Sewak</i>	Volunteer working for the Panchayat
<i>Rojgar Sewak</i>	Assistant to technical person carrying out MGNREGS and other official works
<i>Sahyog Samiti</i>	Committee volunteering in Panchayat activities
<i>Sarbashiksha Abhiyaan</i>	Campaign ensuring 100% enrolment of school children
<i>Swachh Bharat Abhiyan</i>	Government initiative of cleanliness
<i>Up-mukhiya</i>	Village council sub-head
<i>Yojana</i>	Scheme

Executive Summary

Village governance has always been a vital part of Indian socio-political scenario. Panchayat, the house/committee of five people of the village selected by other villagers holds the administrative power and responsible for justice at the village level. Being in the lowest of the three-tier system of Panchayati Raj, the self-governance mechanism is somewhat heterogeneous at different parts of our country due to a diverse pattern in language, customs, cultures, surrounding environment, livelihood possibilities etc. as followed by respective inhabitants. The need assessment exercise is thus the indispensable factor while one searches for appropriate developmental planning of a certain area. Again this exercise is dependent on responsible shoulders to get accomplished in a satisfactory manner. The development depends on both the planning and execution by a responsible person who can well connect with the villagers. Hence the selection of suitable Gram Panchayat (GP) leader is the stepping stone of village development.

The present case study depicts the story of Shri Niranjana Urao, the Mukhiya of Sons Panchayat, Chanho block in Ranchi district, Jharkhand as an example of model gram Panchayat leadership. Instead of selecting the opportunity of inheriting the designation of *Mukhiya*, he served the Indian Army for three years after finishing his education and later on got deeply influenced by the social welfare activities of his father. His journey started with his association with LAMPS. **Observing the possibility of Chanho block as becoming agriculture hub, he took the step of mobilisation and formation of farmers' co-operative for the purpose of initiating horticulture activities.** Rigorous farmers' training programs, availing them improved seeds, fertilizers etc. marketing support of agricultural produces – all come under the umbrella of the co-operative's activity. The success made him to achieve the post of *Mukhiya* of Sons Panchayat after being elected by his villagers. His focus broadens capturing 1. Education, 2. Health, hygiene and cleanliness, 3. Infrastructure development 4. Women empowerment along with 5. Agriculture. **Raising awareness about these sectors as part of village development programme, consecutive implementation of different government schemes through his Panchayat gives momentum to his dream of making a developed gram Panchayat only within three years of his Mukhiya-ship.** Agricultural activities remain a prime focus as he observed the dominant choice of agriculture-based livelihood in Chanho block. The improvement in regular school attendance by the children is the result of his continuous interaction with the parents, bringing the school management committee members and the parents together. The importance of cleanliness and its link with the health-hygiene was immensely popularised by him through campaigns and active participation in *Swachh Bharat Abhiyan*. His important step for implementing various developmental activities in infrastructural development sector by forming *Nigrani Samiti* (vigilance committee) has created a transparency as it is regarded as a quality control check-post for observing the implementation process of government-sponsored schemes so that irregularities can be controlled to a larger extent. He encourages formation of *Mahila Mandal* with a purpose of expanding their activities beyond micro-finance and spread to other village developmental works. **Obstacles faced by him were easily eliminated by his valorous interventions and constant support from the villagers.** The network, linkages with various institutions, NGOs, administrative agencies established by him quicken the process of procuring required materials and skills within time. His vision of transforming villages,

hamlets of Sons Panchayat into a self-reliant developed units and capable of delivering related interventions holds a possibility of replicating his foot-steps of model gram Panchayat leadership.

Introduction

Village governance has always been a vital part of Indian socio-political scenario. From the Vedic era till date the journey of village governance had been facing many challenges, numerous changes were made in its form time to time but the core of the power decentralization has always been prominent. Attempts were made both formally and informally to materialize the concept of participation of grass-root level people. Over time the status of these units were also changed and Panchayat, the house/committee of five people of the village selected by other villagers came into existence. This system holds the administrative and financial power at the village level. The decisions made by the Panchayat are considered and respectfully observed by others. According to the Panchayat Act, the Gram Panchayat (GP) holds the following powers and functions to carry out in the area:

1. Sanitation, conservancy, drainage and the prevention of public nuisances
2. Curative and preventive measures of diseases
3. Supply of drinking water, and management and care of public tanks
4. The maintenance, repair, construction and protection of public streets
5. Organizing voluntary labour for upliftment of its area
6. The control and administration of the Gram Panchayat Fund
7. The imposition, assessment and collection of the taxes, rates or fees

Self-governance system in the scheduled area

On 24th December 1996, the President of India approved the Panchayat Extension Act 1996 in the scheduled areas of the Panchayat. Simultaneously related amendments have been made in Panchayat, Part 9 of the Constitution.

Constitutional recognition of traditional tribal system

1. The salient features of tribal self-governance system have been formally included in the law. According to the provisions of section 4, the state legislative council will not make any such law which is incompatible with the traditional system of tribal culture and custom.
2. Each *gram sabha* must enable itself to maintain the tradition of the respective society, their cultural identity, community assets, to resolve community disputes and to run them accordingly.

Under this central law, three types of rights have been directly assigned to the *gram sabha*.

1. Development work: Every *gram sabha* will be entitled to the approval of all schemes and programs for social and economic development which will be implemented at the village level.
2. Monitoring of expenditure: The responsibility of monitoring the expenses of every kind of village scheme has also entrusted to the *gram sabha*.
3. Counselling before land acquisition: Consultation to the *gram sabha* will be mandatory prior to land acquisition in scheduled areas for developmental schemes.

Taking all the rules and regulations and the diversity in the tribal areas, sustainability of rural development is highly dependent on the leadership of elected representatives of the Panchayat. According to Chester I. Barnard, "Leadership is the quality of behaviour of individuals whereby they guide people or their activities in organising efforts". From the definitions suggested by various writers, leadership may be described as the interaction

between leaders and followers in a particular situation and involves attempts of the leader to influence the behaviour of followers in a situation. The blooming of rural leadership may depend on many factors, such as prestige of any sort, tradition or custom, social or economic status, heredity, seniority, and election. The presence of traditional village leaders, different communities residing in the area may raise possibility of biased decisions by the ERs creating probable conflicts which thereby hinders the overall growth. In such cases, certain constituents of a leader – patient listening to the commoners, mobilising the community people together, accurately assess their need, looking for alternative solutions for a particular problem, influencing the groups in a particular direction for social well-being, coalition with supporting agencies, team work capacity etc. can be fruitful in delivering positive changes inspite of having diverse population.

Both the *gram sabha* and GP are actively working in Jharkhand in line with the aforementioned powers entrusted to them. Elected representatives of Panchayats in Jharkhand are working for a holistic development by making a co-ordination between the traditional self-governance and PR system.

Reason behind choosing the area:

The article presents the story of a GP leader who has been painstakingly working in this direction. His story is from Sons Panchayat, Chanho block, Ranchi district and can be regarded as a model for replicating the initiatives, activities for changing the existing picture at other Panchayats also. Though it is situated only at a distance of 47km from the state capital, Ranchi, it is still considered as a developing Panchayat. There is a basic difference in leadership pattern among progressive and non-progressive villages, where polymorphic leadership i.e. one person sought for advice on a variety is observed in progressive villages. and monomorphic or specialized leadership in non-progressive villages. Strikingly the selected Panchayat falls under the latter category, but the leadership found is polymorphic in nature i.e. decisions are generally made through *gram sabha*. This characteristic compels to choose the Panchayat to be reported as model GP leadership.

Tribal populated GP, Sons is situated at 4km and 47km from the block office and state capital Ranchi respectively. The demographic details of the Panchayat are given in Table 1.

Table 1.

<u>Village Name</u>	<u>No. of HH</u>	<u>Total Population</u>		<u>SC Population</u>		<u>ST Population</u>		<u>% Literacy Rate</u>		<u>Total Worker</u>		<u>Main Worker</u>		<u>Mar. Worker</u>	
		<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>	<u>M</u>	<u>F</u>
Buchaopa	47	130	131	0	0	123	123	79.63	46.23	55	60	53	55	2	5
Chanho	255	844	787	0	0	622	575	79.89	59.88	247	164	243	157	4	7
Lupunga	98	285	287	0	0	285	287	80.33	57.58	113	126	113	122	0	4
Opa	183	526	457	19	17	194	174	81.00	69.57	193	72	132	30	61	42
Patuk	156	395	410	0	0	350	355	78.66	65.22	232	227	218	207	14	20
Sons	436	1246	1418	0	1	489	670	76.19	70.30	693	571	244	127	449	444

Workers from the *Anganwadi Center*, Panchayat *Samiti* along with the Panchayat *Sewak*, *Rojgar Sewak*, Ward Members are continuously working to bring positive changes in the Panchayat.

Methodology

The case study was done in multiple steps where the primary data for the study was obtained from the following facts-

1. Direct interview of the GP leader, *Mukhiya* of the Panchayat.
2. Interaction with the beneficiaries.
3. Discussion with other representatives of the Panchayat.
4. Interaction with the *Anganwadi* workers, helpers.

The secondary data was procured from the co-operative society, reports, official websites. Direct and participatory approach was adopted to find, verify and analyse aforementioned facts for studying the GP leadership and related information about activities of successful GP leader, initiatives taken by him. The information procured assists in concluding the remarks about his efforts in bringing positive changes by developmental works. Details of the persons considered for the interview are given in Table2:

Table 2:

Name	Age	Social background	Economical background	Years of experience in the participation of social and political institutions and motivating factors
Shri Niranjan Uraon	48	<i>Mukhiya</i> , Sons Panchayat, Ranchi dist.	Farmer	He was elected as the <i>Mukhiya</i> in 2015. Prior to that he was working with LAMPS and has been assisting farmers' federation in the block. The increased migration in his agriculture-dependent Panchayat and his father's social activities greatly influenced him.
Shri Debanta Kumar Singh	36	<i>Up-mukhiya</i> , Sons Panchayat	„	In 2015, he has been elected as the <i>Up-mukhiya</i> . His association with the villagers voicing their demands makes him popular.
Shri Shukrapahan Minda	55	<i>Gram Pradhan</i> , Patrattu	„	He has been serving as the <i>Gram Pradhan</i> for the last 10years and was chosen traditionally.
Shri Sudhamatana Bhagat	32	<i>Gram Pradhan</i> , Sons vill.	„	They are the newly elected <i>Gram Pradhan</i> of their respective hamlets in 2015. They play active role in representing the demands, views of their hamlets in <i>gram sabha</i> meetings and regularly participate in <i>aam sabha</i> conducted in their hamlets.
Shri Balakram Bhagat	42	<i>Gram Pradhan</i> , <i>Sarna Toli</i>	„	
Smt. Sapna Bhagtaine	35	Ward member	SHG member	They are engaged with respective women SHGs and with the purpose

Smt.Afsana Khatun	32	Ward member	„	of uplifting the financial situation of the women they formed the groups.
Smt.Karmi Kujur	42	President of a SHG	<i>Anganwadi</i> worker	
Shri Chandan Uraon	28	Ward member	Farmer	They have been elected as ward members of the Panchayat in 2015 and they represent their hamlets/ villages, often the marginalised section of the society. They voice the demands of the villagers in Panchayat meetings and assist in need-assessment program.
Smt. Basanti Debi	38	Ward member	Home maker	
Smt.Sukhi Debi	40	Ward member	SHG member	

Case presentation

Situation before

As mentioned earlier the Panchayat is considered as a developing one, various problems exist to be reported but the present study deals with only those problems – Agriculture and Education where the outcomes of a successful leadership has been observed.

Major population in Chanho block is agriculture-dependent families for earning their livelihood. The traditional farming system followed by them lacked the knowledge of improved methods of technology, optimum utilization of land and water. Like other villages, absence of irrigation facilities remained a major challenge faced by them. In line with water related problems for agriculture purposes, fetching drinking water from distant places remained another problem mostly suffered by the rural women. They had to wade through long distances for getting drinking water, forcing them to expend a larger portion of her day, especially in the summer the situation worsened.

The next major problem discussed by the interviewee in the Panchayat was excessive school drop-outs. In many cases, children enrolled in schools under the SSA programme either seldom came to school or left the schools to help their parents in household works. The importance of educating one's child used to be intangible to the parents.

Triggering situation

Seasonal farming activities gave rise to migration and larger number of families started evacuating the villages to work as daily labourers in nearby cities or states. With increased migration rate, the occurrence of school drop-outs was catalyzed. This chain of events enforced Shri Uraon thinking alternatives to reverse the situation in his village.

Change(s) brought by the *Mukhiya* after assuming office

Long before elected as the *Mukhiya* of the Panchayat and assuming his duties, he voluntarily worked for changing the agricultural scenario in his village. The starting point was his observation of an almost empty village when he came back after serving the Indian Army for three years (1986-1989). The social welfare activities offered by his father deeply influenced him and he chose to inherit the career of a social worker voluntarily. He started becoming

active in GP along with his father and soon after his returning from the service he got connected to LAMPS (Large Area Multipurpose Society), Chanho where activities were being carried out for farmers. Instead of joining GP administration he initiated his works through the formation of co-operative society. The success of this initiative makes him popular overnight and his cordial association with the villagers, one of the important traits of a successful leader, paves the pathway of his becoming *Mukhiya*. He intervenes in the education sector after that.

Activities performed over the year

In Mahua Toli, Patratu he organised the farmers and arranged workshops for fruit, vegetable cultivation, spread the related information about improved seeds, modern farming technology, importance of depositing capital fund. He formed *Sahyog Samiti* with the fruit and vegetable growers. According to Shri Uraon, not only Sons Panchayat the whole Chanho block is agriculture-based area and most of the inhabitants are engaged in cultivation. In Chanho block, there are few Panchayats and villages from where the produced vegetables are now regularly sent to vegetable markets in Jamshedpur, Dhanbad and Kolkata. Almost the whole population in Sons Panchayat is dependent on farming activities. This was the reason behind his decision of forming co-operative of fruit and vegetable growers. Many farmers got seeds, fertilisers through the co-operative society. The society has recently started giving marketing supports to the farmers' produces. This step remains the initial success of Shri Uraon in terms of leading the Panchayat. His works has been started replicating in other Panchayats of Chanho block and many of such society are now in the process of formation.

Support from

Shri Uraon took the step to solve these issues and organised the villagers to contact the block office personnel. By his initiative and intervention from the block office check dam was constructed on a stream passing through the Panchayat. Several other dams were also built on other water resources and the farmers got irrigation facility thereby adopting multi-cropping in their farmlands. Shri Uraon informed that farmers were taken to *Kisan Prashikshan Kendra* (Farmers' Training Centre) situated at the block office for giving them detailed information about modern day improved cultivation techniques and related topics.

Outcome

Problem faced by ER

The total population of the Panchayat consisting of different communities often disagree with certain decisions made by the ERs and those situations require efficient leadership to bring them under one umbrella. While planning for constructing tube-wells for drinking water purpose, shallow water-bodies for agricultural activities the ERs often hear contradictory comments from the villagers and several times it becomes tough to reach on a 'fit-for-all' conclusion.

The female literacy rate is <50% in the area, so while working for the improvement of village level education under the SSA program, the ERs had a difficult time to make parents understand the importance of child education and ensure 100% enrolment.

Adaptive measures and/strategies

The discussion with Shri Uraon focused on these two points – unity in the Panchayat while planning for village development activities and spreading education awareness. In both the cases, interactive discussion was the strategy opted by him. With his unique communication skills, he talks to the villagers coming in different groups divided by their own interests and issues. He tries to get connected to the groups in every possible way and empathise to them in his unique style asking them to resolve the issues.

According to his words, for spreading education awareness in Sons Panchayat he had to work at the grass-root level. Each parent from every hamlet and village was met for encouraging them to send their children to schools and regular attendance of each child was ensured. Parent-teacher meetings were arranged and the teachers assured to pay attention to child education. It was decided in the meeting that teachers would be in regular contact with the parents so that issues raised in their regular meetings might be resolved through their conscious and joint efforts.

Outcome

Considering the agriculture sector, the Panchayat has been linked to VEGFED, a co-operative institution for the farmers of Jharkhand. The requirement of water for both the drinking and agricultural purposes have been solved by wells, hand-pumps, shallow water-bodies – most of which are being constructed under the MGNREGS programme. Now the farmers are availing good quality seeds, fertilizers, pesticides etc through LAMPS and the amounts of agri-produces have been increased more than expectation. The details of people involved in agricultural activities are given in Table 3.

Table 3:

Village Name	Total Worker	Cultivator (Owner/ Co-owner)	Agricultural Labourer
Buchaopa	115	93	3
Chanho	511	237	242
Lupunga	239	0	227
Opa	265	27	44
Patuk	459	372	34
Sons	1264	180	84

The total number of people involved in agriculture and allied activities is 1534 which is 54% of the total number of workers in the Panchayat and among them 60% are owners or co-owners of their farming lands.

Shri Uraon's interventions brought positive impact in school and almost 100% regular student attendance has now been achieved. The supervision by *gram sabha* and GP on school activities showed two results- firstly the quality of education and attendance of both the teachers and the students has been improved. And secondly the parents have become aware and active regarding their children education.

He as an influential leader is successful in bringing positive changes through developmental works in his Panchayat within his administration time-period of three years. The sectors in which Shri Uraon gave emphasis on after being elected as Mukhiya are – 1. Education, 2. Health, hygiene and cleanliness, 3. Agricultural product marketing, 4. Infrastructure development and 5. Women empowerment.

The cleanliness program run by Central Govt. got immense emphasis and popularity in the Panchayat as the *Mukhiya* himself led the campaign. General meetings were organised in the Panchayat and the villagers were made aware on cleanliness program, its importance in our daily life through insightful lectures, demonstration and cultural medium. Block level workers involved in the program were invited in the program and they interacted with the villagers sharing knowledge, information about health, hygiene and cleanliness.

After elected as the *Mukhiya*, Shri Uraon is spontaneously active in the infrastructure development sector. *Mukhiya Kosh* (funds available to *Mukhiya*) given by the block was utilised to construct Panchayat building, roads, interconnecting pathways within the villages, community hall etc. under various schemes run by the block. He took an important step for implementing various developmental activities in this sector by forming *Nigrani Samiti* (vigilance committee). The formation of this committee has given a momentum to this sector as it is regarded as a quality control check-post for observing the implementation process of govt. sponsored schemes so that irregularities can be controlled to a larger extent.

The *Mukhiya* also encourages to form *Mahila Mandal* (women self-help groups) and to implement various training programs, other related activities by them. According to him there are 40 SHGs in Sons Panchayat, out of which 35 has been already linked to banks. These groups are not only involved in fund savings but also many social welfare activities are being carried out by them. Block office assists them to procure loan easily from local banks and the sanctioned amount are being utilised successfully by the SHGs for carrying out development works.

Recognition, if any

After the success of this initiative there was no looking back for Shri Uraon and he started proceeding further towards Panchayat development. *Nidhi*, as famously known in his own Panchayat, Shri Uraon becomes '*Amulya Nidhi*' (precious gem) of Sons Panchayat. From a social worker and co-operative founder Shri Uraon was chosen *Mukhiya* of Sons Panchayat in 2015.

Future plan and vision

According to the *Mukhiya*, provision of electricity in each household is his next focus. Also he feels recruitment of adequate number of teachers in government run schools and education quality in maintained in Model School in his Panchayat may be adopted to other government schools.

Discussion

As villages in India are still haunted by deep rooted beliefs, customs, superstitions and ignorance which influence development negatively rural leaders have to face and overcome

more obstacles and setbacks which call for different types of efforts to overcome social barriers. Rural India observes two types of leaders – traditional leaders' who command influence on the basis of land, wealth or certain inherited status and 'emergent leaders' who equipped with certain traits exclusive of a leader spell influence on others directing them in a particular way. The emergent leadership quality executed by the *Mukhiya* of Sons Panchayat, Shri Niranjana Uraon during his short time period of three years after election has proved to be an example which holds a possibility of following his foot-steps by other GP leaders.

Mukhiya of Sons Panchayat, Shri Niranjana Uraon was born on 11th January 1962 at Khunti toli, a hamlet in Sons Panchayat. His father Lt. Mangra Uraon was an established social worker and a senior political figure at the block level and remained *Mukhiya* of Sons Panchayat for 10 years. His mother is a homemaker and is engaged in farming and related activities. Niranjana got his initial education in Govt. middle school and then in 1980, he passed matric examination from Kissan High School, Patratu. He moved to Mandar College and passed his Inter examination and completed B.A. in 1982 and 1985 respectively. Coming from a poor farmer family and after passing B.A. examination he was then selected in Indian Army in 1986.

The participatory involvement of community people is undeniably an important factor for implementing an effective rural programme. Keeping this in mind he voluntarily identified the problems, discussed those with the villagers, asked their opinions, prioritized the issues, took the initiatives and based on these steps he took the remedial measures to end the problems. He involves them in the programme from day one at planning stage. Linkages have been established with the block office to start development works under govt. schemes available for the villages. He influences the villagers not to be fully dependent on govt. assistance and encourages them to accomplish the due works by themselves. He is the one who suggests how successful one may be in the programme implementation. He also give suggestions about how, where and what to change in the programme. He explains in their own way to villagers about the benefits of the programme and also about what role they have to play in the project. He organised the villagers, formed women SHGs, co-operative society for fruits-vegetables growers in his Panchayat and catalysed the development works. Visionary, one of the good qualities of a rural leader is able to develop a shared vision with his followers. Influence may be considered almost synonymous with leadership and a leader must influence the people to change their minds or take actions they had not considered before. Shri Uraon by virtue of his influences is able to convey messages of development more convincingly in the people's language. He influences others to accomplish the activities intended for agricultural works as taking on more responsibility, and achieving high quality standards. His arguments and styles of presentation remain most appropriate for the target population of different communities. His skill to bring people together and empowers them to take action for their development is vividly observed in the Panchayat. **He encourages the groups differing in issues in participative decision making and then makes a decision that reflects general agreement and is supported by other group members. His ability to inspire, persuade, influence and motivate useful measures remains successful in bringing about change which was thought to be a critical goal because that demanded a departure from the prevailing situation.**

Leaders, like Shri Uraon, if positively inclined can play prominent roles in the rural development. This is a success story of GP leader of Sons Panchayat, Shri Uraon whose visionary about village empowerment and subsequent initiation changes the picture of his Panchayat. His activities influence the other *Mukhiya* of adjoining Panchayats to replicate the same in their respective village. Following learning outcomes emerge from the study.

1. The leadership traits as observed in Shri Uraon is emergent in nature and the rise to his present position is solely due to the materialisation of his vision of making his area a developed Panchayat.
2. The agriculture-based livelihood opportunities, mass awareness about cleanliness, sanitation, and regular school attendance of the students are some of the major outcomes his initiatives.
3. Being a rural leader, he is successful in exerting the quality of influential guidance to his followers and negotiates well with the diverse community groups in his Panchayat.
4. To carry forward the leadership in positive direction, involvement and proper orientation of local rural youth are need of the time.
5. Along with directing members of different committee working in the Panchayat, capacity building programmes and better co-ordination among them is required.

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Legends

Table 1. Demographic Details of the selected Panchayat

Table 2. Details of the interviewee

Table 3. Details of Agricultural workers in the Panchayat

Photo1. Picture of Shri Niranjan Uraon, Mukhiya of Sons Panchayat (Chanho block,Ranchi district)

Photo2. Sons Panchayat Office

Photo3. Interaction with the villagers in Sons Panchayat

Photo4-5. Shri Uraon discussing with the members of the Mahila Samiti (women SHG)

Photo6. Shri Uraon meeting with the teachers of Middle Schools, Sons Panchayat

Photo7-8. Model School in Sons Panchayat and students in the Middle School at the same campus.

Photo9. View of agricultural plot showing improved saplings of potato

Photo10. Toilet built on the beneficiary's land under *Swachh Bharat Abhiyaan*

Photo11. *Mukhiya*, Shri Uraon in front of Chanho Block Office

Photographs

Photo1



Photo 2



Photo 3



Photo 4-5.



Photo 6



Picture 7-8.





Picture 9.



Picture 10.



Picture 11.

