Azadi Ka Amrit Mahotsav

Process and Practices of Open Government System and its impact on the implementation of the Rural Development Programmes- A Pilot Study 2017-18

Dr. R. Aruna Jayamani

Process and Practices of Open Government System and its impact on the implementation of the Rural Development Programmes- A Pilot Study

2017-18

Dr. R. Aruna Jayamani

Centre for Planning, Monitoring and Evaluation

National Institute of Rural Development & Panchayati Raj

CONTENTS

1.1. Introduction

1.2. Open Government

1.3. Main Principles of Open Government

1.4. Initiatives in India for bringing Open Government System at Local Government

1.5. Open Government Principles for Local Governments

1.6. Open Government Result Chain

1.7. India's most unique experiments in strengthening open governance systems at the Grassroots

2.1. Brief Background about the Open Government

2.2. Need for the Study

2.3. Objectives

2.4. Focus of the study

2.5. Study Area justification

2.6. Methodology & Sampling

2.7. Tools for Data Collection

2.8. Study area Profile

3.1. Maan Gram Panchayat, Pune District, Maharashtra

3.2. Nadapuram Gram Panchayat, Kozhikode District Kerala

TABLE OF CONTENTS

Process and Practices of Open Government System and its Impact on the implementation of the Rural Development Programmes – A pilot study

<u>**Executive Summary**</u>

Introduction

In recent times, governments all over the world are taking various initiatives to make administration more transparent and people oriented. One such next generation reform is practising of 'Open Government Data'. It is information based on data collected by government or its agencies and made available free for anyone to use and distribute for various purposes. In fact, Open Government plays an important role in bringing transparency in the government system. Transparency is one of the essential elements of Good Governance. It promotes accountability and provides information for citizens about what their government is doing. It also encourages collaboration, participation and public engagement and enables government and administration to take more effective and rational decisions.

Open Government - Meaning

The term open government is to access the information from the institutions and allows citizen participation, maintaining transparency, accountability and collaboration of local institutions with government and civil society. Open government is the governing doctrine which holds that, citizens have the right to access the documents and proceedings of the government to allow for effective public oversight. In general terms, an open government is one with high levels of transparency and mechanisms for public scrutiny with an emphasis on government accountability.

To understand the process and functioning of Open Government System, the present study was proposed with the support of the NIRDPR and it was conducted in Gram Panchayats one from Kerala and another GP from Maharashtra. The study focus and objectives are presented in the following sections:

Focus of the study

The study has covered important aspects of governance at the grassroots such as, proactiveness of the leaders in PRIs, practices and strategies of open government system, level of public access to the open government system, people response and support on the responsive governance. It had also verified the process of people's participation in GP activities and process of decision-making related to selection of activities for development and people' welfare. The study made in-depth analysis on the participatory strategies of development programmes implemented in the GP. Problems in document access, adhering of transparent administration and accountable practices were discussed with the respondents. Further, the study verified the digitisa-

tion of records and documents. Benefits accrued out of open governance, participatory and transparent administration for the local community were also studied.

Objectives

- To understand the approaches and proactive role of panchayat leaders towards policy of open government
- To analyse the nature of people response on the performance of the panchayat through open government system
- To study on the procedures, practices followed and documents maintained for transparent and accountable administration under open government
- Impact of open government on the delivery of basic services and implementation of Rural Development programmes.

Study Area justification

The focus of the study is on open government panchayats, before undertaking a massive study on the subject, the researcher made an attempt to conduct a small study on pilot basis covering two Gram Panchayats, namely Maan Gram Panchayat in Maharastra and Nadapuram Gram Panchayat, Kerala. The coverage of two panchayats were identified based on the preliminary literature survey on the status of transparency, accountability, people participation and collaborating with another organisation. Therefore, those two Gram Panchayats were selected purposely with purposive sampling. In order to understand the performance level of GPs in two different states, one GP from each State i.e., Kerala and Maharashtra were included. Devolution of functions and powers to PRIs was better in Kerala compared with the State of Maharashtra. The study selected those two States to identify the functional difference related to varied level of devolution.

Methodology & Sampling

The study is exploratory in nature proposed to carry out on pilot basis selecting one panchayat from Maharashtra and one from Kerala. The panchayats were proposed to select purposely based on the criteria prevalence and following of open government system procedures. The criteria of principles of 'open government system' mentioned above were used to select the panchayats. The study collected data related to the people's response and the impact of open government in implementation of rural development programmes and basic services delivery.

Brief Profile of Study Area

i. Maan Gram Panchayat, Pune District, Maharashtra

Maan is a panchayat located in Mulshi block, Pune district of Maharashtra. It is located 20 km

from Mulshi, 17 km from Pune city & 103 km from state capital Mumbai. The GP is spread over in 2,051 hectors having 1,661 households with the population of 7,527, including 1,112 Scheduled Castes and 398 Scheduled Tribes. This Gram Panchayat has 17 wards. The Gram Panchayat has done progressive work worth more than Rs. 15 Crores within three years, it includes construction of roads, school, underground drainage, cremation ground, water supply, Gram Panchayat office, water conservation, etc. Maan is an empowered Gram Panchayat and has undertaken many innovation programmes. The GP has received many awards for its commendable achievements.

ii..Nadapuram Grama Panchayat

Nadapuram Grama Panchayat is located in Kunnummel block in Vadakara taluk, Kozhikode district, Kerala. The Panchayat consists of 22 wards and is spread over 20.44 sq.km having 8,455 households including 572 Scheduled Caste households. The total population of the panchayat is 40,230.

Major Findings of the Study

∗ The study selected a total of 201 respondents, 91 from Maan GP and 110 from Nadapuram GP. The study covered almost 60 per cent of male population and 40 per cent of women. Majority, (70 per cent) of the members belong to the age category of 31-50 years. Significantly, around 21 per cent youth were also represented in the study. The age group representation in the study reflects, active age group are more interested in participation in the Gram Sabha meetings as well as in public events conducted by the respective Gram Panchayats.

∗ The GPs in both regions created and maintained better educational institutions and took initiatives to encourage parents on prioritising children education. The study result shows better educational status in both the regions i.e., around 86 per cent in Maan and 100 per cent in Nadapuram are literates. Interestingly 20-25 per cent completed higher education.

∗ The status of occupations was different in the case of Maan GP, because it is situated in the urban periphery of Pune, the people have opportunities in various non-farm sector like mining, construction sector and self-employment. Around 40 per cent were engaged as industrial labour, 21 per cent were engaged in self-employment either in construction supporting activities or services in construction related activities. It also had around 19 per cent agriculture labour partly engaged in small scale industries.

OPEN GOVERNANCE PRACTICES

∗ Majority of the respondents in both the panchayats agreed upon having pro-active elected representatives. In the case of Maan Gram Panchayat 89 per cent gave their consent that their ward members were pro-active and 81.3 per cent supported their Sarpanch was pro-active. Similarly, in the case of Nadapuram GP 84.6 per cent supported their ward members and 78.2

per cent supported the president of the GP.

* The maintenance of records and documents are highly appreciable in both the panchayats. Further they have archives and record rooms, special efforts for protection of records were highly appreciable. It is very easy to access the records and retrieve any kind of data or information even if it is decades old.

* In both the panchayats elected representatives along with officials made pro-active initiatives to provide better quality services and it reduced the number of complaints. Possessing adequate financial resources, the panchayats were able to deploy sufficient man power to implement the schemes and attend the complaints.

* Disclosure of financial transactions especially annual income and expenditure statement of the panchayats, 78 per cent & 94.5 per cent supported openness of financial transaction and display of income and expenditure statement respectively in Maan GP, in the case of Nadapuram GP around 81 per cent supported the openness of financial transaction and 93.6 per cent supported on public display of income and expenditures.

* Online disclosure of information with high feasibility of access through WI-FI network also managed very well by both the GPs. Therefore, more than 93 per cent respondents have supported positively on IEC activities and online access of data in both the panchayats.

* Right to Information (RTI) is better used in the study panchayats as reported by 64.8 per cent and 78.2 per cent by Maan GP and Nadapuram GP respectively, related to responsive governance of the RTIs.

* The overall opinion of the selected respondents on the efforts of GP in maintaining transparency and accountability was supported by all the respondents in Maan GP and 89.1 per cent in Nadapuram GP. Along with adequate functionaries, digitalisation of data and service delivery impacted on achieving high level transparency and accountability in delivery of services.

* Social mobilisation is an integral part of participatory process at the grassroots. All the respondents in both the panchayats agreed for their participation either in one or the other meetings conducted by the GPs. The panchayats under the study made adequate effort through various methods of communication, namely circulation of notices, pasting of wall posters, drum beatings, oral communication and display in notice boards, etc.

* Majority people agreed on having freedom of raising their voices and concerns in the Gram Sabha meetings as reported by 77.6 per cent in total and more than 70 per cent in both the panchayats. In the case of disadvantaged section's participation in discussion was positive in the study regions as supported by 79.1 per cent.

* In both the panchayats the GPDP was prepared as per the process notified in the planning manual issued by the respective state governments.

* **Impact of open governance system** on people, pertaining to various parameters related to panchayat functioning has been improved significantly. Awareness level has been increased on various dimensions like people's rights, timely elections to the panchayats, role of panchayats in service delivery, various committees of panchayats and importance of Gram Sabha meetings.

* The increased people participation and increased awareness level further contributed for strengthening the GPs to deliver better services through open governance system.

* The interaction by the study team with the various category of people, elected representatives and sectoral representatives have given positive appreciation and concurrence of initiatives of the GPs on improvement of service delivery.

Conclusion

This study examined the outcomes and impact of open government interventions in the field of implementation of rural development programmes in the study panchayats. Open government 'Outputs' include measures of efficiency, and the extent to which the initiative worked as intended. Outputs are largely within the control of the government implementing the interventions through open government mechanisms. Further, open government outcomes include the degree to which outputs actually lead to greater transparency, citizen engagement, and government responsiveness. The present study also made deep attempt to verify this theory that, the open government system made commendable impact on the delivery of basic services and people supporting functions. It also improved transparency, accountability which lead to improved people awareness, role clarity and responsive governance. Particularly, open government system enhanced people participation, collective decisions, realisation of people' planning and achieved overall development of the Gram Panchayat.

CHAPTER 1

Process and Practices of Open Government System and its Impact on the implementation of the Rural Development Programmes – A pilot study

1.1. Brief Background about the Open Government

Open government is the governing doctrine which holds that citizens have the right to access the documents and proceedings of the government to allow for effective public oversight. In general terms, an open government is one with high levels of transparency and mechanisms for public scrutiny with an emphasis on government accountability.

Transparency is considered as the hallmark of an open government, meaning that the public should have access to government-held information and be informed of government proceedings. In recent years, however, the definition of open government has expanded to include expectations for increased citizen participation in government proceedings through the use of modern technologies.

Transparency helps citizens to independently evaluate governmental functioning and thus hold accountable any instances of corruption or mismanagement, at the level of implementation. Thus, the freedom of speech and the right to receive information are important elements of Open government system.

Open Government means increased transparency, citizen participation and collaboration between government and citizens — is a key driver of development in the 21st century. Citizen-centric governance, with openness as a central pillar, improves the use of public resources, facilitates inclusive decision-making processes and increases trust between governments and citizens. Governments that are more open are better positioned to act effectively and efficiently, to foster private sector growth and to respond to true needs of all citizens.

In recent time, governments all over the world are taking various initiatives to make administration more transparent and people oriented. One of such next generation reform is practising of 'Open Government Data'. It is information based on data collected by government or its agencies and made available free for anyone to use and distribute for various purposes. In fact, Open Government plays an important role in bringing transparency in the government system. Transparency is one of the essential elements of Good Governance. It promotes accountability and provides information for citizens about what their government is doing. It also encourages collaboration, participation and public engagement and enables government and administration to take more effective and rational decisions.

1.2. Open Government - Meaning

The term open government is to access the information from the institutions, citizen participation, transparency, accountability, open data, collaboration with government and civil society, innovation in public policy management. Open government is the governing doctrine which holds that citizens have the right to access the documents and proceedings of the government to allow for effective public oversight. In general terms, an open government is one with high levels of transparency and mechanisms for public scrutiny with an emphasis on government accountability.

Transparency is considered as the hallmark of an open government, meaning that the public should have access to government-held information and be informed of government proceedings. In recent years, however, the definition of open government has expanded to include expectations for increased citizen participation in government proceedings through the use of modern technologies.

Transparency helps citizens to independently evaluate governmental functioning and thus hold accountable any instances of corruption or mismanagement, at the level of implementation. Thus, the freedom of speech and the right to receive information are important elements of Open government system.

1.3. Main Principles of Open Government

S.NO	Principle	Description
1	Effective participation	Participation is encouraged and includes informing, consulting, involving and empowering citizens and social organizations
2	Transparency and accountability	Governments must actively account for all their actions and take public responsibility for their actions and decisions
3	Open Data	Open, complete, primary, timely, accessible, machine processable, non-discriminatory, non-proprietary, license-free data must be made available
4	Opening and reusing public information	Public information must circulate to reach its full potential. Priority is given to the use of license-free
5	Access and simplicity	Whenever possible, simple and easy-to-understand language is used.
6	Collaboration and co-creation	Practices and policies are designed to encourage collaboration and co-creation at all stages of the process.
7	Inclusion and diversity	There is attention to diversity and inclusion. Women, the disabled, minorities and / or vulnerable are included.

1.4. Initiatives in India for bringing Open Government System at Local Government

Open Government iniatives through transparency becomes a means to greater civic participation in an enabled environment, where there is effective free flow of information both ways, to see through the working of the government; and to verify whether or not public servants are meeting their obligations to expectations of citizens. All the four components of accountability i.e., answerability, sanction, redress, and system improvement need information to account for unacceptable conduct, decisions, and actions.

In the Initiatives of strengthening the Panchayat Raj Institutions in development process, states encourage the PRIs to have more people participation and enhanced transparency and accountability. The local institutions have to maintain openness by participatory planning, in release of funds, award and monitoring of works, implementation and audit of all projects. Open government thus can be said to have three components viz. i. Right to information, ii. Civic engagement in the processes of governance and iii. Accountability for what the government or the public servant says and does. It requires greater access to information for citizens. This may be further subdivided into reactive and proactive release of information. The first is typically delivered through Freedom of Information Act which gives citizens a right to access information. Creating greater access to decision making process: good quality and timely information may be an essential condition for greater openness, but it is not sufficient by itself. Citizens and their proxies must have the opportunity to engage with the officials throughout the decision-making process, implementation and monitoring.

1.5. Open Government Principles for Local Governments

With the development of new technologies and an increasingly connected and engaged population, a growing pressure has been placed on government leaders to adopt open government practices that will promote transparency, citizen participation, and collaboration.

In order to know how government works, provide more effective government services, and establish real democracy, the panchayat adopts the following open government principles:

1. **Panchayat is committed to transparency.** The panchayat should adopt policies, practices, and procedures that allow citizens to have access to understandable, accurate, reusable, and auditable data and information about government operations and decision making (with updates available as they are made, whenever possible). It should use new technologies to put informatiom about their operations and decisions online. Panchayats should also seek public feedback to identify information of greatest use to the public. These policies, practices, and procedures will increase accountability, promote informed public participation, and create

economic development opportunities.

2. **The panchayat is committed to meaningful public participation.** It believes members of the public have a valuable role in governing their communities and should have opportunities to take part in government decision making. Panchayat supports establishing guidelines and practices that will enable the public to contribute opinions and ideas regarding various decisions. These guidelines and practices will create opportunities for the public to participate throughout decision-making processes.

3. **The panchayat is committed to collaborating with the public and across government.** It should create opportunities to work jointly with individuals as well as public, non-profit, academic, and private sector groups to address the needs of the community. The panchayat should also enhance and expand its cooperation among departments and other governmental agencies in order to fulfil the obligations to citizens. Furthermore, citizens are encouraged to contribute their time and knowledge.

4. **The panchayat is committed to share their best practices and other resources with other government entities.** It supports collaborating with other government entities to share technology resources, lessons learned from programmes / schemes, and best practices; reforms in practices, policies, and procedures; and learn to function not only as a provider of services but as a source for other government entities, the public, and other organizations to add value to the services.

1.6. Open Government Result Chain

OUTPUTS	SHORT-TERM OUTCOMES	MEDIUM-TERM OUTCOMES	IMPACT
Did the intervention or reform work as intended	Did the intervention or reform lead to greater transparency, citizen engagement/ participation or responsiveness?	Did the intervention or reform lead to greater governmental accountability and effectiveness?	Did the intervention lead to improved social, economic, or environmental conditions?
Law implemented; intervention carried out successfully.	More information publicly available, enhanced public engagement with officials	Improved service delivery, reduced corruption, discipline of public employees	Improved health, education, economic indicators

1.7. India's most unique experiments in strengthening open governance systems at the Grassroots

There are three pillars around which these accountability mechanisms have been constructed:

Decentralized planning and implementation: Decentralization of governance systems lies at the core of an accountable system. The NREGA draws stronglyon this principle. Accordingly, section 13 (1) of the NREGA mandates that 'Panchayats at the district, intermediate and village levels will be the principal authorities for planning and implementation of the schemes'. Further empowering theGramPanchayat, it stipulatesthat a minimum of 50 per cent of the funds and relevant works be executed by the Gram Panchayat. To ensure that planning and works selected reflect the needsandpriorities of the local citizens, section 16 (3) (4) of the Act states that 'every Gram Panchayat shall prepare a development plan and maintaina shelfof works.'This shelf of works is prepared based on recommendations of the Gram Sabha. These recommendations are in turn forwarded to the Program Officer. Asimilarsystem is followed at the intermediate and district Panchayat level.

Proactive disclosure: Access to regular, reliable and relevant information is an important pre-requisite for accountability. Accordingly, the NREGA guidelines mandate that all levels of government maintain proper records containing information on inputs, processes, outputs and outcomes related to the NREGA.

To ensure that this information is proactively disclosed and made available to citizens, the NREGA guidelines stipulate that all information will be displayed to the public through display boards and paintings on the walls of the Panchayat offices. In addition, all Gram Panchayat level NREGA accounts and summarises of these accounts are to be made available for scrutiny.

The guidelines also mandate that all rural households are entitled to a job card in to which employment and wage details must be entered and muster rolls are to be kept on the worksite and read in public at the time of payments.

Building on the provisions of the Right to Information Act, the NREGA stipulates that all information requests related to the NREGA be made available to the applicant within 7 days, as opposed to the stipulated 30 daysin the RTI Act. To facilitate ease and access to information, an integrated Monitoring and Implementation System has also been developed. The guidelines stress that all NREGA related documents be digitised and regularly uploaded on to the MIS system both at the state and central government.

Social Audits: Social audits or the process of cross verification of government records with realities on the ground completes the feedback loop intheaccountability chain. It creates a platformforthe poorest and most disempowered to participate in governance. Section 17 ofthe NREGA mandates that regular social audits be conducted inthe Gram Sabhas at least once every six months. The NREGA guideline dedicate an entire chapter to the social audits process. It identifies 11stages of the program where an individual or group can intervene to ensure publicvigilance. The last stage is the mandatory six monthsocial audit forum, where the gram sabha comes together to assess and verify progress. The accountability and transparency measures haveenshrined in the NREGA have proved to be a catalyst for some state governments and civil society organizations to take innovative steps towards developing and institutionalizing accountability tools into the governance system.

Need for the Study

All the four components of accountability i.e., answerability, sanction, redress, and system improvement need information to account for unacceptable conduct, decisions, and actions. The Panchayat, as a system of democratic decentralization can show better results if local people are fully involved in planning and implementations of development programmes. The open government system enables people to participate in all the process of planning development decision making, implementation and monitoring of rural development programmes ultimately addressing the issue of poverty reduction. In this context, this study endeavour on capturing the performance on proactive role of panchayats in maintaining transparent administration in a participatory manner. The main purpose of this study is to document the practices and experiences of open government system in the selected gram panchayats and very the principles such as effective people's participation; transparency and accountability; open data followed. It also aimed to study the people perception and their satisfaction on the performance improvement and its impact on the delivery of services. Studying such events and practices will be having immense academic importance and also as the cases of best practices which will motivate other leaders.

References

Chapman R. A and Hunt M. 2008 (Eds). Local Government and Accountability, Ashgate, Publishing Limited, Surrey, England.

Cummins, S., (2007). Community participation and Service Delivery and Accountability.

Glamor Wright, Pranesh Prakash, Sunil Abraham, and Nishant Shaw. Report on Open Govern-

ment Data in India. Centre for Internet and society Bengaluru.

Government of India. (2012, March 17). National Data Sharing and Accessibility Policy (NDSAP) 2012. Gazette of India.

Government of India. (n.d.a). Open Data Government Platform India. Retrieved from https://data.gov.in/

Janssen, K. (2012). Open government data and the right to information: Opportunities and obstacles. The Journal of Community Informatics, 8(2).

Janssen, M., Charalabidis, Y., & Zuiderwijk, A. (2012). Benefits, adoption barriers and myths of open data and open government. Information Systems Management, 29(4), 258–268. doi:10.1080/10580530.2012.716740

Manish, S. (2017, January 27). India improves rank in democracy index; civil liberties curtailed: EIU. Business Standard. Retrieved from http://mybs.in/2USj08G

Papińska-Kacperek, J., & Polańska, K. (2015). Open Government Data initiatives. Collegium of Economic Analysis Annals, (38), 191-202.

Ubaldi, B. (2013). Open government data: Towards empirical analysis of open government data initiatives. OECD Working Papers on Public Governance, (22), 0-1.

Chapter 2

Methodology of the Study

Focus of the study

The study has covered important aspects of governance at the grassroots, namely pro-activeness of the leaders in PRIs, practices and strategies of open government system, level of public access to the open government system, people response and support on the responsive governance. It had also verified the process of people's participation in GP activities and process of decision-making related to selection of activities for development and people' welfare. The study made in-depth analysis on the participatory strategies of development programmes implemented in the GP. Problems in document access, adhering of transparent administration and accountable practices were discussed with the respondents. Further, the study verified the digitisation of records and documents. Benefits to the local community accrued out of open governance, participatory and transparent administration were also studied.

2.3. Objectives

- To understand the approaches and proactive role of panchayat leaders towards policy of open government
- To analyse the nature of people response on the performance of the panchayat through open government system
- To study on the procedures, practices followed and documents maintained for transparent and accountable administration under open government
- Impact of open government on the delivery of basic services and implementation of rural development programmes.

2.5. Study Area justification

The focus of the study as mentioned above is revolving around the open government panchayats, before undertaking a massive study on the subject, the researcher wants to conduct a small study on pilot basis covering two Gram Panchayats, namely Maan Gram Panchayat in Maharastra and Nadapuram Gram panchayat in Kerala. The coverage of two panchayats were identified based on the preliminary literature survey on the status of transparency, accountability, people participation and collaborating with another organisation have verified. Both the panchayats have been maintaining all the procedures and practices as mentioned under open government doctrine. Therefore, those two Gram Panchayats were selected purposely with purposive sampling. In order to understand the performance level of GPs in two different states, one GP

from each State of Kerala and Maharashtra were included. Devolution of functions and powers to PRIs was better in Kerala compared to the State of Maharashtra. The study selected those two states to identify the functional difference related to varied level of devolution.

2.6. Methodology & Sampling

The study is exploratory in nature proposed to carry out on pilot basis selecting one panchayat from Maharashtra and Kerala. The panchayats were proposed to select purposely based on the criteria prevalence and following of open government system procedures. The criteria of principles of 'open government system' mentioned above in this proposal were used to select the panchayats. The study collected data related to the people's response and the impact of open government in implementation of rural development programmes and basic services delivery.

2.6.1. Selection of Respondents

Since it is a pilot study, it was decided to cover fixed number of sample respondents; the study has selected 100 sample respondents in each Gram Panchayat. Snowball sampling method was used to select the respondents, starting from the elected ward members of the GP based on referral of the previous respondent. The criteria used for restriction of sample selection were age wise adult member and being the GP resident.

2.7. Tools and Techniques used for Data Collection

Suitable structured interview schedule was prepared and administered covering all the aspects mentioned in the focus of the study keeping in view of the objectives of the study. FGDs also conducted among the attendees of Gram Sabha and collected their opinion and satisfaction on the performance of panchayat. One FGD was conducted in each study GP covering around 25 persons and questions were raised on the GP performance. The FGD was conducted selecting three elected representatives, two officials, ten male residents and ten female residents. The responses of the FGDs helped the research coordinator write.

Primary survey and observation methods were used for collection of primary data. Personal interview technique was conducted with selected 100 respondents from each Gram Panchayat.

CHAPTER 3

Experiences and Achievement of Open Government System

The details of the information presented in this chapter are qualitative in nature. Data were collected from the documents and reports of the Gram Panchayats selected in the study. The achievements made in different sectors, projects implemented, results attained in the form of benefits to the people and recognition received from agencies were presented here for understanding on the impact of good governance through openness or transparent administration and better strategies of development in the Gram Panchayat.

3.1 MAAN GRAM PANCHAYAT, MAHARASHTRA

3.1.1. PERFORMANCE AND FUNCTIONS OF THE GRAM PANCHAYAT

The President of the Gram Panchayat (GP) has been assisted by the Panchayat Secretary and 16 ward members in all the achievements of the panchayat. The office records were well maintained by the GP. The works were delivered as per the plan without any wilful delay. The President and members were re-elected to a second term, which enabled them to contribute more for better delivery of services, since they are more experienced and acquainted with the functioning of the GP; it received strong support from the people for its all-innovative efforts and appropriate decisions. The district officials appreciated the transparent administration and accounting practices of the panchayat.

* **Panchayat Meetings**: Panchayat conducts periodical meetings and all the members including women attended without fail. The meetings serve as an important platform for discussion of local issues, participatory decision-making, approval and verification of progress of various schemes. In general, the meetings were organised every month and minutes were circulated through email among the members. Special meetings were also organised subject to the emergency need with adequate prior intimation by the President. Till today planned meetings were organised without any cancellation or postponement. Therefore, the people have positive attitude towards participatory democracy.

* **Gram Sabha**: The Panchayat conducts Gram Sabha as per the scheduled dates with vigour and enthusiasm with adequate quorum. During Gram Sabha meeting, people do participate in social audit, discussion of social issues, creating awareness and planning for the panchayat development works. The standing committees have been formed and meet as per the need. Local officials also participate and share their views and submit work progress for review by the people. The annual plans and budgets were presented in the Gram Sabha and incorporated the feedback. Appreciable initiatives were taken by the panchayat for mobilisation of financial resources. The beneficiaries selection under the central and state sponsored schemes

were done at Gram Sabha.

* **Standing Committees**: Standing committees were formed for different subjects, namely Education, Watershed, Water and Sanitation, Development of the panchayat and quality management. Standing committee meetings were organised according to the need. Quality management committee was specially formed to maintain the quality in service delivery and proper maintenance of records and initiative of computerisation of all records.

* **Planning and Budget**: The annual plan of the village panchayat has been prepared by discussing with various stakeholders, CBOs, NGOs and present in the Gram Sabha for approval. The needs and priorities of the people were identified by the Gram Sabha through better interaction. The Village Development Committee helps in preparing the annual plan & budget.

* **Own source of Revenue**: Only property taxes are the source of income to the panchayat, the study GP made attempt to collect 100 per cent taxes.

* **Implementation of schemes**: The Gram Panchayat has successfully implemented all the schemes of the central and State governments and utilised the 100 per cent funds allocated under each scheme within the stipulated time. The benefits under each scheme reached the needy people without any diversion.

* **Educational Improvement**: Model School - The GP with the help of IT company namely, INFOSYS launched a model school project and created e-learning system involving recent technology. The panchayat made tremendous efforts and succeeded in bringing model school in the panchayat which motivated many parents to encourage their children to continue higher education. This effort was highly appreciated by the parents and children.

* **Better delivery of Civic functions**: A number of innovative ideas of the panchayat were transformed into action in the villages for the purpose of uplifting the rural community. Series of schemes implemented by the panchayat on its own efforts, which were, supply of safe drinking water, street lighting to all

CCTV cameras installed for security purpose

villages, water harvesting structures to all households and government buildings, etc. Periodical campaign on the environment issues especially, safe disposal of wastes and successfully implemented the solid waste management with an objective to achieve plastic free panchayat.

* **People Participation**: Various initiatives have been taken to strengthen the community and

CBOs within the panchayat. SHGs Panchayat level Federation was given an office building with required amenities like water, electricity and sanitary facilities which were effectively utilised and appreciated by the members of Self-Help Groups in the region. Thus, the GP has been making better initiatives to mobilise and empower the community, which facilitated the democratic participation of the people in democratic decision-making. It helped the public, aware of their rights and provisions under various schemes. Irrespective of their condition, like rich or poor, men and women were encouraged to express their views on designing of various development and welfare projects and also participatory decision-making on addressing the problems encountered in the lives of the people.

* **Active Media Relationship**: The GP administration maintains amicable relationship with the local journalists which helps in wide coverage and dissemination of activities and achievements, which further

Media coverage to the initiatives taken up by the GP

helps in resource mobilisation, community support and government appreciation.

* Support from District Administration: The GP enjoys immense support with the block and district administration. Officials at all levels extend active support in better functioning of the GP. Officials regularly involve in the performance of the GP in terms of planning and execution of the schemes.

* Development programmes: The panchayat implements various SSP and CSS, namely Mahatma Gandhi National Rural Employment Guarantee Programme, Pradhan Mantri Awas Yojana, National Rural Health Mission, National Social Assistance programme, Rashtriya Krishi Vigyan Kendra, PMGSY, National Social Assistance Programme, scholarships to school students, Clean Village Campaign, etc.

3.1.2. Special Initiatives of Maan Gram Panchayat

* Free Tree Distribution -   Saving tree, protection of tree, that is main responsibility of Gram panchayat. The Maan GP is environmentally balanced and enriched village. Within three years, the village planted 21,228 trees in their GP. To make it green and healthy, regularly the GP distributes saplings of fruit trees to the SHG members and schools. Under MGNREGA the Gram Panchayat has created a nursery with 2 lakh plants, and from this nursery plants are provided to villagers. It also supplies saplings to nearby GPs and schools in Mulshi Taluk.

* Save Girl Child - Save girl child programme was initiated by the state government of Maha-

rashtra, under this scheme, the Gram Panchayat is giving Rs. 10,000/- as a gift of encouragement to parents with a new-born girl child. Many awareness programmes were also conducted to save the girl child.

* Water Conservation - Bunds were constructed across a stream using gunny bags refilled with locally available soil or sand. These bags were sealed properly and were arranged in the form of a wall barrier. It helped in replenishing the aquifer below the riverbed resulting in increase in ground water level in the surrounding area. Normally, Vanarai Bandhara is constructed at the end of monsoon period and lasts till the onset of the next monsoon. The panchayat made initiatives to increase groundwater level and constructed 35 Vanrai Bandhara (Check dams) with the help of watershed schemes, NREGA & GP Fund. GP has installed dual-pump system. If there is no electricity, there is a provision to operate pumps by hands.

* Balkrishna Kopara - The Gram Panchayat made an attempt to reduce the malnutrition in their villages through Anganwadi (ICDS). They Initiated the programme called 'Balkrishna Kopara.' In this programme, walls of the anganwadi centre were painted with child friendly pictures like healthy habits, vegetables and fruits, etc. The GP trained the teachers and anganwadi workers to cook healthy food and maintain the stay for the children daily.

* Agricultural Development - In Maan GP every farmer has been doing guaranteed and fixed farming under guidance of Abinav Farmer Club (AFC). There are 305 members in AFC. Abhinav Framers Club is a co-operative of around 6,500 farmers across India. The concept of this unique Farmers Club was developed by NABARD. The project started with growing of Indian vegetables, cut flowers, fruits, milk and dairy product. Today it supplies exotic vegetables to malls, cash and carry stores, five-star hotels and exclusive caterers across Maharashtra. All fresh agricultural produce is brought to Pune where it is graded and stored in a controlled atmosphere as per requirement. The shipments are handled manually. Systemic packaging ensures that the produce remains fresh and reaches its destination without any damage. Intensive training was provided to farmers on various aspects like sowing, planting, water drainage, handling crop requirements and encourage them to use organic fertilisers. Abhinav Farmers Club has played a pivotal role in changing the life of many farmers who are the part of this organisation. Around, 35 per cent of farmers in Maan village have poly houses on their farm.

* Production of Organic Vegetables - The first vision of GP is not to use chemical fertilisers. About 50 per cent of the farmers are growing organic vegetables and are able to provide fertiliser free agriculture produce to the city and the village. This is a great initiative of the Maan GP. Grading, packaging, branding gives benefits to agriculture produce by increasing its cost

up to 20 per cent and it also gives employment to SHGs women. So, the farmers are getting 20 -30 per cent more price than market price.

* Self Help Group - There are 50 SHG's which has been doing very active work. With the help of 'Abhinav Bachat Gat' Self-Help Groups have achieved a good reputation and awards in the field of production of Organic Vegetables and grading and packing etc.

* The GP office runs on Solar Power. It also plans to provide solar energy to entire village. Maan GP also practices Solid Waste Management, Drainage Water Management, etc.

1 **3.1.3. Open Government Initiatives by the Gram Panchayat**

1. Maan GP is an ISO 9001:2008 certified Gram Panchayat. This certificate pertains to the quality management system. The entire official records and activities of the GP were available in web portal and it is getting updated every day.

2. Single window system is a new concept in which, the GP issues all documents and certificates in one place, all the works were carried out online. In that system, people were easily getting their requirement without any delay and confusion.

3. The important achievement in the efficient administration of the GP was, all the official records have been computerized with the help of one window system and this work was implemented in stage wise. The GP started issuing certificates & documents by one window system. The day-to-day accounting of GP was also entered into software.

4. GP accounts were maintained in the prescribed format, updated and authenticated and have been placed before the Gram Sabha for its reference.

5. High level of transparency and accountability maintained by the Panchayat has reduced the number of RTI applications and appropriately addressed the grievances.

6. GP maintains 31 types of records which have been regularly updated for which it received the PEAIS award.

7. The Maan GP has 'Gram Seva Kendra' to provide various e-services to the citizens. Some of the services provided by the Gram Seva Kendra are: Birth & death, marriage registration & certificate, unemployment certificate, payment of electricity bills, payment of insurance installment, travel booking, hotel booking, banking activities, mobile and DTH recharge, payment of post-paid bills, courier services and agricultural e-services.

8. GP has created a facility to pay property tax online using any national/international credit/ debit card. For this purpose, the GP has developed an e-application. More than 50 per cent tax bills and receipts are sent by email to the customers. These online payments are done through Axis Bank.

9. The whole GP office has internet connectivity using Wi-Fi and staff were provided with either desktop or laptop for day-to-day functioning. It has a projector and facility for Video Conferencing. The attendance of the employees is maintained through biometric systems.

10. Maan GP has also set up a Community Information and Training Centre (CIT) where the local unemployed youth are provided basic IT trainings.

3.1.4. Awards and Recognition - In appreciation of the good works by the panchayat, the state and central government had given number of awards. In addition, the village president has also received awards from private institutions in recognition of her efforts. Few awards were NABARD's National Award (2007), Vasantrao Naik Agriculture Award (2010), Maharashtra Sinchan Sahyog (2011), Vasantrao Naik Smruti Pratishthan (2012), Panchayat Shashashtikaran Puraskar by the President of India (2013), Yashwant Panchayat Raj Divisional Level Award (2013), Gram Swachata Abhiyan, ZP level award (2012-13) are some of the worth mentioning awards received by the panchayat.

3.2. NADAPURAM GRAM PANCHAYAT

3.2.1. Open Governance Initiatives taken by the Gram Panchayat

* Functioning of Front office system- A service counter was opened in the front corridor of the Gram Panchayat office to ensure smooth delivery of various services. The receptionist at the counter receives the application from the visitors and issue acknowledgement on receipts with the proposed date of service response. Proper registration of all applications is ensured. The counter works as a single window for receiving applications, service delivery and information dissemination. The applications collected from public are dispatched to the official concerned at the earliest for timely delivery of service. Adequate furniture's were provided in front office service counter for the complainants which enable people to write applications and other requests. In addition, it also made available table and accessories, like papers, pens, application formats for various services, gum, pins, tags, clips, drinking water, Television, reading corner for public, clean separate toilets for men and women, first aid kit, complaint drop box for dropping applications in official's absentia. The seating arrangement inside the office was made accordingly to ensure optimum service. Contact numbers and addresses of elected representatives and other service providers are made available in the service counter for easy access to people. Necessary mechanisms were created to ensure speed movement of

complaints and service applications on proper registration in the movement register as per the office procedure. File tracking system was also created for effective transparency to know the file status by both public and panchayat.

* Citizen's Charter - Citizen Charter is a written commitment by the panchayat for assured service delivery. It is a commitment document on the fundamental basic service delivery which was erected and it displays various services offered by panchayat, required time, fees charged for services, documents required, etc. The copies of citizen charter were distributed to trade union officers, LSGIs, households, village office and other offices which has public contact.

* Information boards - Organisation functional chart having details with designations and responsibilities of the functionaries was exhibited in the panchayat office with a sign board. Notice boards display about the meetings of various bodies like Grama Sabha, Panchayat, steering committee, standing committee and staff of the panchayat. Other information related to the Ombudsman, Appellate Tribunal, formalities of birth and death registration, Right to Information, addresses of Vigilance and Anti-corruption bureau are also displayed in the panchayat premises. These display boards help the people to have a better understanding and access to various officers. The Gram Panchayat takes initiative for continuous monitoring and evaluation for the updating and sustainability of these mechanisms.

* The Grievance Redressal System - Citizen's complaints related to administration, development and welfare activities of the GP are effectively addressed by the panchayat in a time bound manner and maintained proper records. The grievances arise from officials and elected representatives are redressed by the Joint Redressal Committee formed for the purpose. The complaints between officials and people were solved through Quality Circle. The complaints unsolved by the Quality Circle are referred to the Finance Standing Committee for clearance. The recommendations of the Finance Standing Committee are implemented by the panchayat, which is very active in solving the grievances. Timely intervention and continuous efforts of monitoring by the panchayat ensure conducive functional environment among elected representatives and officials.

* Capacity Building and Rewards - Gram Panchayat conducts periodical training programmes to the officials and elected representatives on the functional domain include office procedures, file management, amendment rules and orders, personality development on every first Wednesday of the month and officials are asked to complete the tasks day prior to the training schedule to avoid inconvenience to the public. One official is made in charge to cater the needs of service delivery during the training programme. Better performing officials are appreciated and rewarded.

* E- Governance - All the documents and records of the panchayat were made online. According to the guideline of the Kerala Information Commission.

* Participatory Decision-Making - One of the important activities of the GP is maintaining transparency through proper documentation and quality service delivery. To maintain transparency people were given liberty to express their views through Gram Sabha. Gram Sabha is the important bottom most democratic unit which serves an active and vibrant institution that allows people's participation in decision-making on the development initiatives of the panchayat.

* Citizens Survey – It is a kind of survey where people play vital role in understanding their own situation and plan for their development. In the process of citizen survey, a group of people collect information on the demography, problems and needs of the people and resources availability in the panchayat. The group will collect additional information by referring a number of documents and literatures pertaining to the panchayat and people, finally data is made readily available for use by clients. As we know basic information about the people, issues and resources are inevitable components of the planning. This panchayat made appreciable action on collection and compilation of data and used for planning for the development of the panchayat. The data collected through citizen survey have been presented in the Gram Sabha and gets approval after thorough discussions on the validity of data before use.

* Standard Operating Procedures (SoP) – Developing and maintaining of SoP is another important area of transparency. The panchayat has made very good attempt in developing Terms of Reference manuals to each service provided through panchayat. The manual comprises of information on the requirements, approach, service division and documents to be annexed for the purpose to guide the beneficiaries. Further, this SoP manual contains functions available in the panchayat, particulars and responsibilities of the elected representatives and officials, etc.

* Audit is aimed to weed out the malfunctions if any in implementation of development programmes of the panchayat. In Kerala each panchayat has to undergo various stages of auditing procedures, it includes first party audit, internal audit, pre-assessment audit and surveillance audit. The surveillance audit is conducted by a qualified auditor appointed by the state government and other audits are carried out by the panchayat with the help of different committees. Auditing the accounts and documents is most important pre-requisite for obtaining of ISO certification which was fulfilled by this panchayat without any issues.

3.2.3. Major development activities carried out by panchayat

1. The Gram Panchayat has constructed an indoor stadium and wedding hall where the or-

ganisations and individuals can avail spaces to organise functions at moderate rates.

2. The panchayat has constructed a Shopping Complex; it covers two storied building, consisting 37 commercial units.

3.   Moreover, it facilitated to construct 54 houses to the houseless people of the Cheralil colony with the help of Kerala State Housing Board and Kerala Muslim Cultural Centre, an IUML undertaken collective of expatriates from the state, for contributing Rs. 1 Crore for the scheme.

4. The garbage treatment plant in the panchayat is a model for the whole state, where cities as well as the rural areas are gripped with the garbage dumping issues. The plant converts most of the solid waste into organic manure, which in turn is sold to the farmers at subsidised rates. The plant gives a sigh of relief for the public by keeping streets, roads and house-holds clean and at the same time it lends a helping hand to the farmer folk.

5. Health Support - The panchayat implemented Palliative Care projects and provided services to the aged, weak people, permanently disabled and bed ridden patients. A Physiotherapy centre was also established for the welfare of physically and mentally challenged people with priority to children. The children also get support like life protective instruments and scholarship for studies.

6. Efforts on Energy Saving - As per the instructions of Govt. of Kerala on energy saving, the panchayat replaced CFL lights with LED lights. It also installed 6 LED High mast lights.

7. Drinking Water and Sanitation - All the houses of the panchayat were provided with tap water connection and supplied water adequately without break. In the series of efforts on strengthening the panchayat development, it decided to create 'less waste' panchayat.

8. Social Security welfare schemes - For the purpose of strengthening and supporting of poor people for their socio-economic development, the panchayat facilitated to avail social security schemes.

9. Kudumbasree - Kudumbasree is one of the innovative approaches implemented by the State government aimed to achieve the socio - economic empowerment of women. In this GP also hundreds of women entrepreneurs are scripting success stories of empowerment through Kudumbasree Mission, envisioned by the State Government for the comprehensive uplifting of the women in the state. It also extended forward and backward linkages for the better functioning of micro enterprises.

10. The panchayat administration has been extending priority to the construction of modern and fully equipped buildings for all government-owned institutions including the panchayat office, Krishi Bhavan, schools, anganwadi and hospitals. Most of the roads in the pan-

chayat, both wide and narrow, are effectively repaired when required.

11. The Nadapuram GP won the best GP award continuously for last seven years in the district and won the swaraj trophy. It won the national award also.

References

1. Government of India. (n.d.b). National Data Sharing and Accessibility Policy (NDSAP). Retrieved from https://india.gov.in/national-data-sharing-andaccessibility-policy-ndsap

2. Website Maan Gram Panchayat

3. Website Nadapuram Gram Panchayat

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

The study focused to understand the practices of open government system implemented by the selected two Gram Panchayats. It further analysed how the open government system influenced in the delivery of basic services and how improved the development initiatives undertaken to support its citizens. It selected one GP from Kerala, namely Nadapuram and one from Maharashtra, namely Maan Gram Panchayat. Important variables related to open government system were administered along with collection of data related to personal particulars of the respondents and presented in the following sections:

I. PERSONAL PARTICULARS

Table 4.1. Gender category of the Respondents

S. No.	Gender category	GPs		Total
		Maan GP	Nadapuram GP	
1	Male	53 (58.2%)	67 (60.9%)	120 (59.7%)
2	Female	38 (41.8%)	43 (39.1%)	81 (40.3%)
Total		91 (100%)	110 (100%)	201 (100%)

The study selected a total of 201 respondents, 91 from Maan GP and 110 from Nadapuram GP. The study covered almost 60 per cent of male and 40 per cent female population. The GP wise male and female category also reflects around 60:40 in both GPs. Women were also important stakeholders of development in the GPs. Women were encouraged to participate in panchayat decisions and interestingly most of the services delivered are focused women as beneficiaries. Therefore, significant percentage of women population also became respondents of this study.

Table 4.2. Age-wise distribution of the Respondents

S.No	Age	GPs		Total
		Maan GP	Nadappuram GP	
1	Below 20	6 (6.6%)	3 (2.7%)	9 (4.5%)
2	21-30	19 (20.8%)	13 (11.8%)	32 (15.9%)
3	31-40	27 (29.7%)	56 (50.9%)	83 (41.3%)
4	41-50	23 (25.3%)	31 (28.2%)	54 (26.9%)
5	50 Above	16 (17.6%)	7 (6.4%)	23 (11.4%)
	Total	91 (100%)	110 (100%)	201 (100%)

Age wise distributions of the respondents are presented in the table 4.2. The data shows that majority (70 per cent) of the members belong to the age category of 31-50 years. In the case of Maan GP, around 30 per cent belong to 31-40 years, around 25 per cent were in the age group of 41-50 years. Significantly, around 21 per cent youth were also represented in the study. In Nadapuram GP around 51 per cent were in the age group of 31-40 and 28.2 per cent were in the age group of 41-50. The age group representation in the study reflects that active age group are more interested in participation in the Gram Sabha meetings as well as in public events conducted by the respective Gram Panchayats.

Table 4.3. Community classification and Educational status of the Respondents

Community classification			
Community	GPs		Total
	Maan GP	Nadapuram GP	
SC	69 (75.8%)	13 (11.8%)	82 (40.8%)
ST	12 (13.2%)	-	12 (6.0%)
OBC	10 (11.0%)	70 (63.6%)	80 (39.8%)
Others	-	27 (24.6%)	27 (13.4%)
Total	91 (100%)	110 (100%)	201 (100%)

Educational status of the Respondents			
Illiterate	13 (14.3%)	-	13 (6.5%)
Primary	21 (23.1%)	8 (7.3%)	29 (14.4%)
Secondary	8 (8.8%)	41 (37.3%)	49 (24.4%)
Hr. Sec	31 (34.1%)	33 (30.0%)	64 (31.8%)
College	18 (19.8%)	28 (25.4%)	46 (22.9%)
Total	91 (100%)	110 (100%)	201 (100%)

The study GPs show different combination of caste categories. The Maan GP has predominantly SC population also it has ST (13.2 per cent) and OBC (11.01 per cent). But in the case of Nadapuram more than 63.6 per cent belongs to MBC category and around 24.6 per cent are belong to other category specifically representing Muslim and Christianity, Sub-classification was not probed to avoid confusion on religion and sub class.

As it is well known that, education is an important instrument for social and economic development as well as for development of better human resources. It is proved through various studies and evidences that, any state or any region having higher literacy contributes more for regional development and vice-versa regional institutions create conducive environment to the development of its citizens. It has been proved in these GPs. The GPs in both regions created and maintain better educational institutions and made initiatives to encourage parents to give priority to children education. The study result show better educational statuses in both the regions i.e., around 86 per cent in Maan and 100 per cent in Nadapuram are literates. Interestingly 20-25 per cent has completed higher education.

Table 4.4. Distribution of Occupational status of respondents.

S.No	Occupation	GPs		Total
		Maan GP	Nadapuram	
1	Farmer	8 (8.8%)	39 (35.4%)	47 (23.4%)
2	Livestock Rearing	-	-	-
3	Agri-Labour	17 (18.7%)	9 (8.2%)	26 (13.0%)
4	Industrial Labour	36 (39.6%)	27 (24.5%)	63 (31.3%)
5	Self employed	19 (20.9%)	13 (11.9%)	32 (15.9%)
6	Business	8 (8.8%)	22 (20.0%)	30 (14.9%)
7	Govt. Employee	3 (3.3%)	-	3 (1.5%)
8	Unemployed	-	-	-
Total		91 (100%)	110 (100%)	201 (100%)

It is true that, availability of adequate occupational opportunities in own region or in surrounding area will certainly strengthen the livelihoods of the local residents and also contribute to the regional economic development. It is very interesting to note that, from both the study panchayats all the respondents were fully employed in high income generating activities or business. Nadapuram being an agriculture region 35.4 per cent were engaged in agriculture and allied activities and only 8.2 per cent were engaged as agri-labourers. The region has a number of agro-industries or processing units of rubber, pepper, cardamom and production units of tapioca, banana chips, confectionaries, etc. Those industries are operated by the local entrepreneurs and predominantly employed only local people. Around 20 per cent respondents engaged in business activities related to agro processing units.

The status of occupations was different in the case of Maan GP, because it is situated in urban periphery of Pune city, the people have opportunities in various non-farm sector like mining industries, construction sector and self-employment. Around 40 per cent were engaged as industrial labour, 21 per cent engaged in self-employment either in construction supporting activities or services in construction related activities. It also had around 19 per cent agriculture labour partly engaged in small scale industries. This GP has enormous opportunities in upcoming industries in and around the panchayat and the extension of Pune city created real estate boom. There are emerging huge residential apartments with in the panchayat..

Table 4.5 Respondents status on Public Distribution system

Possession of Type of Ration card				
1	BPL	3 (3.3%)	16 (14.5%)	19 (9.5%)
2	APL	88 (96.7%)	94 (85.5%)	182 (90.5%)
	Total	91 (100%)	110 (100%)	201 (100%)

All the sample households in both the Gram Panchayats were provided ration cards under public distribution system (PDS). Due to availability of better income generating activities and employment opportunities in the study regions it was reported that around 97 per cent APL families in Mann GP and 86 per cent respondents were APL in Nadapuram GP in Kerala. It is very difficult to prove the roll of GP in the individual family's economic development but the GP created good infrastructure to support better employment and delivery of basic services might also influence the local economic development.

FAMILY PARTICULARS

Table 4.6 Presentation of data related to type of Family and Size of the Family

S. No	Family	GPs		Total
		Maan GP	Nadapuram GP	
1	Nuclear	79 (86.8%)	84 (77.4%)	163 (81.1%)
2	Joint Family	12 (13.2%)	26 (23.6%)	38 (18.9%)
Total		91 (100%)	110 (100%)	201 (100%)
Size of the Family				
1	1-2 Members	7 (7.7%)	9 (8.2%)	16 (8.0%)
2	3-4 Members	56 (61.5%)	61 (55.5%)	117 (58.2%)
3	5-6 Members	17 (18.7%)	23 (20.9%)	40 (19.9%)
4	Above 6	11 (12.1%)	17 (15.4%)	28 (13.9%)
Total		91 (100%)	110 (100%)	201 (100%)

In both the study panchayats more than 80 per cent of households have family size of 3-4 members. Only around 20 per cent respondents have joint families having 5 and more members. Majority are better educated and have adopted small family norms. The Gram Panchayat also made significant efforts on making them aware on importance of small family norms.

Table 4.7. Annual Family Income in (Rs.) of the Respondents

S.No	Occupation	GPs		Total
		Maan GP	Nadapuram GP	
1	<20000	-	-	-
2	20001<240000	-	6 (5.5%)	6 (3.0%)
3	40001<60000	3 (3.3%)	18 (16.4%)	21 (10.4%)
4	60001<80000	69 (75.8%)	57 (51.8%)	126 (62.7%)
5	80000<	19 (20.9%)	29 (26.4%)	48 (23.9 %)
Total		91 (100%)	110 (100%)	201 (100%)

Table 4.8. Annual Family Expenditure in (Rs.)

S.No	Occupation	GPs		Total
		Maan GP	Nadapuram GP	
1	<20000	-	-	-
2	20001<240000	2 (2.2%)	-	2 (1.0%)
3	40001<60000	19 (20.9%)	24 (21.9%)	43 (21.4%)
4	60001<80000	57 (62.6%)	70 (63.6%)	127 (63.2%)
5	80000<	13 (14.3%)	16 (14.5%)	29 (14.4%)
Total		91 (100%)	110 (100%)	201 (100%)

The Tables 4.7 & 4.8 present data related to the annual income and expenditure of the sample households. As it has been explained in the status of occupation table, majority of the families (75.8%) in Maan GP and 51.8 per cent in Nadapuram GP had annual income range between Rs. 60,001-80,000, followed by more than 20 per cent in both GPs had more than Rs. 80,000/. It shows the better economic conditions for the residents of the GPs. More people participation in local development activities, better regional development and enhanced people's economic development are interconnected and interdependent. Co-ordinated efforts of people and Gram Panchayats achieved heights of holistic development of the villages as well as people.

II. HOUSING FACILITIES

Table 4.9 Type of Ownership of House of the sample respondents

S.No	House	GPs		Total
		Maan GP	Nadapuram	
1	Owned	91 (100%)	110 (100%)	201 (100%)
2	Rented	-	-	-
3	Others (specify)	-	-	-
Total		91 (100%)	110 (100%)	201 (100%)

Table 4.10 Sources of fund availed by the respondents for house construction

S.No	House	GPs		Total
		Maan GP	Nadapuram GP	
1	Own Money	27 (29.7%)	56 (50.9%)	83 (41.3%)
2	Government Support	11 (12.1%)	7 (6.4%)	18 (9.0%)
3	Own and Government	16 (17.6%)	6 (5.4%)	22 (10.9%)
4	Parental Property	37 (40.7%)	41 (37.3%)	78 (38.8%)
5	Other organization help (specify)	-	-	-
Total		91 (100%)	110 (100%)	201 (100%)

Table 4.11. Type of housing

S. No	House	GPs		Total
		Maan GP	Nadapuram GP	
1	Hut	-	-	-
2	Mud wall with thatched roof	-	-	-
3	Tiled	19 (20.9%)	27 (24.5%)	46 (22.9%)
4	RCC	72 (79.1%)	83 (75.5%)	155 (77.1%)
5	Others (specify)	-	-	-
Total		91 (100%)	110 (100%)	201 (100%)

The above tables 4.9, 4.10 & 4.11 present details on the status of house ownership, government housing assistance and type of housing owned by the respondents. In any village or a panchayat, status or people's economic condition would reflect by seeing the type of houses and patterns of housing. It is still very high prestigious for the people of Kerala. All sample respondents having own houses but majority have constructed houses on their own and 40 per cent respondents received as parental property. Moreover, 79.1 per cent in Maan GP and 75.5 per cent in Nadapuram GP are RCC houses. Only around 20 per cent respondents have received part of finance housing assistance from the government. These panchayats did not have any hut or mud houses.

Table 4.12. Status of Electricity in the sample households Source of fund for electricity connection

S. No	Electricity	GPs		Total
		Maan GP	Nadapuram	
1	Yes	91	110	201
2	No	-	-	-
Total		91 (100%)	110 (100%)	201 (100%)
	Source of fund for electricity connection			
1	Free Connection	-	-	-
2	Own Expenditure	91	110	201
Total		91 (100%)	110 (100%)	201 (100%)

Gram Panchayat's success or any successful panchayat is rated based on its performance mainly on status of service delivery or creating better access of basic services, namely electricity to all houses as well as for the streets, provision or enabling the people to construct toilets, supply of drinking water, construction of drainages with house connectivity are fundamental duties of GP. The status of the above-mentioned services in both the GPs were verified and accessibility, people satisfaction level also enquired during the field visit. Data shows that all the houses were electrified and street lights also were provided to all regions in their jurisdiction. All the houses were provided individual connections for drinking water with adequate supply. All the houses were also facilitated to construct sanitary toilets with better utility.

Table 4.13. Status of availability of Toilet Facility respondent's households and Source of fund for construction

S. No	Toilet Facility	GPs		Total
		Maan GP	Nadapuram GP	
1	Yes	91	110	201
2	No	-	-	-
Total		91 (100%)	110 (100%)	201 (100%)
	Source of fund			
1	Govt. Scheme	21 (23.1%)	34 (30.9%)	55 (27.4%)
2	Own Establishment	70 (76.9%)	76 (69.1%)	146 (72.6%)
Total		91 (100%)	110 (100%)	201 (100%)

Table 4.14. Stats of use of toilet

S.No	Toilet in use	GPs		Total
		Maan GP	Nadapuram GP	
1	Yes	91	110	201
2	No	-	-	-
Total		91 (100%)	110 (100%)	201 (100%)

Table 4.15. Drainage Facility

S.No	Drainage Facility	GPs		Total
		Maan GP	Nadapuram GP	
1	Connected	77 (84.6%)	81 (73.6%)	158 (78.6%)
2	Not Connected	14 (15.4%)	29 (26.4%)	43 (21.4%)
Total		91 (100%)	110 (100%)	201 (100%)

People are fully satisfied with quantity and quality of service provided by the GPs. Especially, use of toilet is ensured 100 per cent in both the panchayats. Better housing, high literacy, better economic condition enabled the residents to follow agreed principles and better habits to respect each other. The people know the citizen's role and responsibility and support for effective functioning of the GPs.

III. Open Governance Practices

Table 4.16. Whether the ward members are having pro-activeness in the development of wards

S. No		GPs		Total
		Maan GP	Nadapuram GP	
1	Yes	81 (89.0%)	93 (84.6%)	174 (86.6%)
2	No Idea	10 (11.0%)	7 (6.4%)	17 (8.5%)
Total		91 (100%)	110 (100%)	201 (100%)

Table 4.17. Whether the President/Sarpanch having pro-activeness in the development of the panchayat

S. No		GPs		Total
		Maan GP	Nadapuram GP	
1	Yes	74 (81.3%)	86 (78.2%)	160 (79.6%)
2	No Idea	17 (18.7%)	24 (21.8%)	41 (20.4%)
Total		91 (100%)	110 (100%)	201 (100%)

In many cases the successful Gram Panchayats, leadership played very important role leading the panchayat to attain achievements in many fields. Motivation, pro-activeness, pro-poor attitude and capability of leaders are basic requirements for successful initiation and completion of tasks. Many research studies and documents in similar nature have highlighted efforts of the successful leaders and their impact on reduction of poverty and regional economic development. The panchayats selected under the study also achieved significant improvements in many facets of Rural Development within their jurisdiction. Even though people are prime stakeholders, organising them and facilitate them into adherence and adoption of roles and responsibilities prescribed by the panchayats needs effective leadership. Therefore, electing active leaders is prerequisite for initiating development efforts. In the study panchayats, status of pro-activeness, qualities of elected members were discussed and results reflect that, majority of the respondents in both the panchayats agreed for having pro-active elected representatives i.e., ward members as well as President/sarpanch. In the case of Maan Gram Panchayat 89 per cent gave their consent on having pro-active ward members and 81.3 per cent supported their Sarpanch also having proactiveness. Similarly in the case of Nadapuram GP 84.6 per cent supported their ward members and 78.2 per cent supported the president of the GP.

Table 4.18. Voluntary disclosure of panchayat works related documents

S. No		GPs		Total
		Maan GP	Nadapuram GP	
1	Yes	91	110	201
2	No Idea	-	-	-
Total		91 (100%)	110 (100%)	201 (100%)

Transparency in maintaining panchayat's works and administration related documents is one of the major roles of the GPs. In addition, voluntary disclosure of information pertaining to the panchayat and its people is one of the most important principles of open governance practices. It is mandatory to the GPs to conduct vigilance monitoring on works undertaken and expenditures

incurred on various schemes and items. For the purpose the panchayat has to disclose infor-mation by keeping the documents for open access to the people and needy. It was verified the documents of both the panchayats during research investigation and the manner in which maintenance of records and documents are highly appreciable in both the panchayats. Further, they have archives and record rooms, specifically efforts for protection of records were highly appreciable. It is very easy to access the records and retrieve any kind of data or information even decades old. Both the panchayats have documents of data for more than three decades. It was verified on the practice of voluntary disclosure of information and access of documents with the people and all the respondents agreed having easy access to information.

Table 4.19. Responses on Transparency in beneficiary selection on various schemes

S. No		GPs		Total
		Maan GP	Nadapuram GP	
1	Yes	79 (86.8%)	101 (91.8%)	180 (89.6%)
2	No Idea	12 (13.2%)	9 (8.2%)	21 (10.4%)
Total		91 (100%)	110 (100%)	201 (100%)

In addition to the delivery of basic services, the GPs are the important government institutions at the bottom most, having responsibility of implementing many State and centrally sponsored schemes like MGNREGA, PMAY, SBM and some more common facility or infrastructure related projects. The recent initiatives of fourteenth finance commission also boosted the fund flow of the GPs significantly. Under the open governance system, the element of transparency in selec-tion of beneficiaries under different schemes and locating common facility projects also gets im-portance. In the study GPs, all the schemes were implemented in a transparent manner through participatory process of decision-making on selection of beneficiaries. The selection of benefi-ciaries and works are taking place in the Gram Sabha with majority member's concurrence with-out any hide. The status was supported by 86.8 per cent in Maan GP and 91.8 per cent in Nada-puram GP.

Table 4.20. Responses on Status of Quick Response to the complaints and grievances

S. No		GPs		Total
		Maan GP	Nadapuram GP	
1	Yes	69 (75.8%)	87 (79.1%)	156 (77.6%)
2	No Idea	22 (24.2%)	23 (20.9%)	45 (22.4%)
Total		91 (100%)	110 (100%)	201 (100%)

Table 4.21. Responses on Status of Timely issue of certificates for the people on request

S. No		GPs		Total
		Maan GP	Nadapuram GP	
1	Yes	71 (78.0%)	76 (69.1%)	147 (73.1%)
2	No Idea	20 (22.0%)	34 (30.9%)	54 (26.9%)
Total		91 (100%)	110 (100%)	201 (100%)

Another important character of open governance is quick response to the complaints and making redressal of grievances raised by the public. It has been mentioned earlier that positive leadership and their pro-activeness played a vital role in addressing the important issues of people. In the study panchayats, issues related to delivery of basic services and individual grievances related in obtaining documents, certificates, user charges, etc., were attended keenly within the stipulated time. In both the panchayats, elected representatives along with officials make pro-active initiatives to provide better quality services and it influenced reduction of complaints. Having adequate financial resources the panchayats were able to deploy sufficient man power to implement the schemes and attend the complaints. In this regard, 75.8 per cent in Maan GP and 79.1 per cent in Nadapuram GP supported the GPs on quick response in grievances redressal and clearing work related complaints.

Similarly, related to provision of certificates pertaining to its citizens like birth and death, income, migration, land ownership, house title and other services of linking various departments through online process were also handled by the GPs. Seventy-eight per cent in Maan GP and 69.1 percent in Nadapuram GP responded positively on timely issue or provision.

Table 4.22. Do you support the openness in financial transaction

S. No		GPs		Total
		Maan GP	Nadapuram GP	
1	Yes	69 (75.8%)	87 (79.1%)	156 (77.6%)
2	No Idea	22 (24.2%)	23 (20.9%)	45 (22.4%)
Total		91 (100%)	110 (100%)	201 (100%)

Table 4.23. Is there public display of income and expenditure of the panchayat

S.No		GPs		Total
		Maan GP	Nadapuram GP	
1	Yes	86 (94.5%)	103 (93.6%)	189 (94.0%)
2	No Idea	5 (5.5%)	7 (6.4%)	12 (6.0%)
Total		91 (100%)	110 (100%)	201 (100%)

It is well known that, among the various tiers of panchayats, the GPs have strong and regular flow of funds and have financial stability. The intermediates panchayat and Zilla Panchayats are getting less importance in terms of funds and people direct access. After the 73rd Constitutional amendment and 13th, 14th finance commission allocation further strengthened the GPs. Due to adequate flow of financial resources and handling many important issues of people, there is a strong competition in the GP electoral system. High expenditure on election process by the individual contestants has lead to financial irregularities and also corruptive practices in administering the GP funds. In this context, a number of GPs are reluctant to disclose income and expenditure particulars to the people. But it is an important element of open government system i.e., disclosure of financial transactions specifically annual income and expenditure statement of the panchayats. In regards to these respondents were questioned and 78 per cent & 94.5 per cent supported openness of financial transaction and display of income and expenditure statement respectively, in Maan GP, in the case of Nadapuram GP around 81 per cent supported the openness of financial transaction and 93.6 per cent supported on public display of income and expenditures.

Table 4.24. Whether the GP practice wall display, posters, pamphlets distribution etc, on public information

S. No		GPs		Total
		Maan GP	Nadapuram GP	
1	Yes	85 (93.4%)	103 (93.6%)	188 (93.5%)
2	No	6 (6.6%)	7 (6.4%)	13 (6.5%)
Total		91 (100%)	110 (100%)	201 (100%)

Transparent or open governance relies mainly on display of information to the public through conducting of different types of IEC activities. In the study GPs, openness or transparency were found adequately. The GPs made wall writings, displays, posters, distribution of notices and also notice boards on different places about their performances. The information on services availability, conditions for eligibility, display of service providers, type of schemes available intended beneficiaries is displayed adequately and appropriately. In addition, diary of events and practices followed also displayed in appropriate manner for the optimum benefits of the people. Online disclosure of information with high feasibility of access through WI-FI network also managed very well by both the GPs. Therefore, more than 93 per cent respondents have supported positively on IEC activities and online access of data in both the panchayats.

Table 4.25. Whether the GP conducts periodical Social Audit on GP schemes

S. No		GPs		Total
		Maan GP	Nadapuram GP	
1	Yes	51 (56.0%)	83 (75.5%)	134 (66.7%)
2	No Idea	40 (44.0%)	27 (24.5%)	67 (33.3%)
Total		91 (100%)	110 (100%)	201 (100%)

Another important element of open governance system is maintaining accountability. Accountability consists of responsibility in owning the activities carried, expenditures incurred and benefits accrued. GPs are mandated to conduct the audit of every activity or project/programme by Public with prescribed guidelines issued by the government, it is called social audit. But in general, many panchayats are not interested to conduct social audit as prescribed due to avoid public interference on finding fault with the implementers. In the case of study panchayats, it was reported by the 56 per cent in Maan GP and 75.5 per cent in Nadapuram GP on conduct of periodical social audit on specific schemes. Even though, all the schemes have to be audited by the people, the panchayats give priority only to the MGNREGA but disclosure of income and expenditure statement mentioning all other schemes were presented in the Gram Sabha and discussed in detail on the justification on spending.

Table 4.26. Whether the GP shows positive response to RTI

S. No		GPs		Total
		Maan GP	Nadapuram GP	
1	Yes	59 (64.8%)	86 (78.2%)	145 (72.1%)
2	No Idea	32 (35.2%)	24 (21.8%)	56 (27.9%)
Total		91 (100%)	110 (100%)	201 (100%)

Right to Information (RTI) is another important intervention empowering people constitutionally to verify the genuine functioning of Gram Panchayats or any institution working with people. Even though the RTI made alert of functionary in local institutions, lack of interest and activism among people still a long way to improve. The situation is far better in study panchayats as reported by 64.8 per cent and 78.2 percent by Maan GP and Nadapuram GP respectively, related to responsive governance to the RTIs.

Table 4.27. Do you support the GP on transparency and Accountability

S. No	GP on transparency and Accountability	GPs		Total
		Maan GP	Nadapuram GP	
1	Yes	91	98 (89.1%)	189 (94.0%)
2	No Idea	-	12 (10.9%)	12 (6.0%)
Total		91 (100)	110 (100%)	201 (100%)

The overall opinion of the selected respondents on the efforts of GP in maintaining transparency and accountability have been reported in the previous tables on different parameters. The consolidation of perception of the people on transparency and accountability are perfect in both the panchayats as supported by all the respondents in Maan GP and 89.1 per cent in Nadapuram GP. Another important factor worth mentioning related to transparent administration was, both the panchayats were having women leadership heading the GPs. Along with adequate functionaries, digitalization of data and service delivery impacted on achieving high level of transparency lead to accountability in delivery of services.

IV. DETAILS OF MEMBERSHIP IN THE GP COMMITTEES

Table 4.28. Are you or your family member is/was part of any Committee in PRI

S.No	Part of any Committee in PRI	GPs		Total
		Maan GP	Nadapuram GP	
1	Yes	12 (13.2%)	27 (24.5%)	39 (19.4%)
2	No Idea	79 (86.8%)	83 (75.5%)	162 (80.6%)
Total		91 (100%)	110 (100%)	201 (100%)

Table 4.29. If yes name the Committee

S. No		GPs		Total
		Maan GP	Nadapuram GP	
1	Vigilance Committee	3	5	8
2	Water	6	12	18
3	Health	3	6	9
4	Others	-	4	4
Total		12	27	39

Standing Committee members along with the researcher

The status of respondent's membership in panchayat committees have explored and data reveals only 13.2 per cent and 24.5 per cent were part of committees in Maan and Nadapuram GPs respectively. The types of committees being part by the respondents were reported in the above table which is self-explanatory. The committees were very active and do their role effectively in both the panchayats. The committees were given responsibility in the respective fields, meet periodically and discuss for suggestion to improve the service delivery. They act as advisory to the Gram Panchayat and also make vigilance monitoring in the field given to them.

Table 4.30. Details of Respondents Family participate in Gram Sabha Meeting

S. No		GPs		Total
		Maan GP	Nadapuram GP	
1	Regular	66 (72.5%)	71 (64.5%)	137 (68.2%)
2	Irregular	25 (27.5%)	39 (35.5%)	64 (31.8%)
Total		91 (100%)	110 (100%)	201 (100%)

Table 4.31. Responses on problems in Participation

S. No		GPs		Total
		Maan GP	Nadapuram GP	
1	Lack of Personal Interest	18	26	44
2	Lack of Awareness on Functioning of GP	7	13	20
3	Suppression by Rich	-	-	-
4	Suppression by Caste Dominant	-	-	-
Total		25	39	64

The above tables are presenting data related to status of people participation or family members participation in Gram Sabha meeting and also reasons for non- participation. As per the table, majority people agreed either themselves or their family members participate Gram Sabha meetings of their panchayats. In the decentralised democracy, people's institutions are the back bone of realising responsive governance. In this direction Gram Sabha is a platform for the people to represent their views and demand the GPs to make rational decisions in the context of panchayat development. Therefore, more people participation resulted in better democracy in the selected GPs.

Table 4.32. Political Membership of Respondents

S. No		GPs		Total
		Maan GP	Nadapuram GP	
1	Yes	19 (20.9%)	67 (60.9%)	86 (42.8%)
2	No	72 (79.1%)	43 (39.1%)	115 (57.2%)
Total		91 (100%)	110 (100%)	201 (100%)

According to the table, it is understood around 61 per cent respondents has affiliation with any-one of the political parties in Nadapuram panchayat of Kerala state. But it is not in the case of Maan GP of Maharashtra only 21 per cent has affiliation to political party. As it is understood, political awareness is very high in the State of Kerala and political nurture starts from GP.

V. EFFECT ON PARTICIPATORY PROCESS

Table 4.33. Panchayat communication on Gram Sabha meeting

S. No		GPs		Total
		Maan GP	Nadapuram GP	
1	Yes	91	110	201
2	No Idea	-	-	-
Total		91 (100%)	110 (100%)	201 (100%)

Table 4.34. Methods of communication for Gram Sabha and other Meetings

S. No		GPs		Total
		Maan GP	Nadapuram GP	
1	Through circulation of notices and posters	79 (86.8%)	110 (100%)	192 (95.5%)
2	Beating drums	-	110 (100%)	113 (56.2%)
3	Oral communication through ward members	85 (93.4%)	110 (100%)	198 (98.5%)
4	Display in the Panchayat Notice Board	85 (93.4%)	110 (100%)	198 (98.5%)
5	None of the above	-	-	-
6	All above methods	85 (93.4%)	110 (100%)	198 (98.5%)

Table 4.35. Adequacy of quorum for Gram Sabha

S. No		GPs		Total
		Maan GP	Nadapuram GP	
1	Yes	91	110	201
2	No Idea	-	-	-
Total		91 (100%)	110 (100%)	201 (100%)

Table 4.36. Details about the adequate representation from all sections participations in the Gram Sabha meetings

S. No		GPs		Total
		Maan GP	Nadapuram GP	
1	Yes	67 (73.6%)	83 (75.5%)	150 (74.6%)
2	No idea	24 (26.4%)	27 (24.5%)	51 (25.4%)
Total		91 (100%)	110 (100%)	201 (100%)

Social Mobilisation is an integral part of participatory process at the grassroots. In general people are reluctant to participate in the panchayat meetings due to various reasons mainly lack of awareness and lack of self-interest. It is also hampered due to ineffective initiatives of the pan-chayats and inability of the leadership. But in the case of study panchayats all the respondents in both the panchayats agreed for their participation either one or the other meetings conducted by the GPs. Again, the participation level or number of people attending the meetings is depended on the effectiveness of the communication about the meetings and its purpose. The panchayats under the study made adequate effort through various methods of communication mentioned in the table. The Panchayats use one or the more methods of communication, namely circulation of notices, pasting of wall posters, drum beatings, oral communication, display in notice boards, etc. Due to those effective methods of communication the panchayat used to get adequate quorum for Gram Sabha and also gets representation from all the social sections.

Table 4.37. Status of chances for raising voices

S. No		GPs		Total
		Maan GP	Nadapuram GP	
1	Yes	71 (78.0%)	85 (77.3%)	156 (77.6%)
2	No Idea	20 (22.0%)	25 (22.7%)	45 (22.4%)
Total		91 (100%)	110 (100%)	201 (100%)

Table 4.38. Status of disadvantaged sections voices resulted in decision making

S.No		GPs		Total
		Maan GP	Nadapuram GP	
1	Yes	67 (73.6%)	92 (83.6%)	159 (79.1%)
2	No Idea	24 (26.4%)	18 (16.4%)	42 (20.9%)
Total		91 (100%)	110 (100%)	201 (100%)

Mobilising adequate quorum for the Gram Sabha is one aspect of decentralisation and freedom of expression of views and suggestions for the people is another dimension of real democracy. Social inclusion is also equally important in realising the decentralised democracy. Mere participation will lead to transparency and taking people on board in decision-making and programme implementation will help to achieve real participatory inclusive development. In the study panchayats as per the responses of the respondents, majority people were agreed on having freedom of raising their voices and concerns in the Gram Sabha meetings as reported by 77.6 per cent in total and more than 70 per cent in both the panchayats. In the case of disadvantaged section's participation in discussion was positive in the study regions as supported by 79.1 per cent.

Table 4.39. Process of planning in Gram Panchayat

S. No		GPs		Total
		Maan GP	Nadapuram GP	
1	As per the process prescribed - Problem identification, Discussion in the gram sabha, resource inventory and fund mobilization, prioritization of activities and developing strategies	75(82.4%)	103 (93.6%)	178(88.6%)
2	Listing of wishes of the people	6 (6.6%)	7 (6.4%)	23 (11.4%)
3	Implementation of schemes as per the fund availability	10 11.0%)	-	10 (5.0%)
Total		91 (100%)	110 (100%)	201 (100%)

Table 4.40. Institutions involvement in the process of Gram Panchayat planning

S. No		GPs		Total
		Maan GP	Nadapuram GP	
1	People through Gram Sabha	67 (73.6%)	86 (78.2%)	153 (76.1%)
2	People plus CBOs through Gram Sabha	-	71 (64.5%)	71 (35.3%)
3	Locally working educational and social service	24 (26.4%)	86 (78.2%)	110 (54.7%)
4	No any specified process	-	-	

The Tables 4.39 & 4.40 give data related to process of planning and type of institutions involved in preparation of Gram Panchayat Development Plan. The data reveals in both the panchayats that the GPDP is prepared as per the process notified in the planning manual issued by the respective State government. It was supported by 82.4 per cent in Maan GP and 93.6 per cent in Nadappuaram GP and few respondents also reported the focus of planning has only on listing of wishes of the people not giving much focus on overall development of the panchayat. In majority cases both the GPs, the plans were prepared with the consultation of people ultimately by the approval of the Gram Sabha. The locally available institutions were involved efficiently in plan preparation in Nadapuram Gram Panchayat comparing to the Maan GP.

Table 4.41 Awareness level due to Open Governance on the GP related activities among the sample respondents

Sl. No.	Activities	GPs						Total
		Maan GP			Nadapuram GP			
		Fully Aware	Partially Aware	Not Aware	Fully Aware	Partially Aware	Not Aware	
7.01	Peoples rights	67 (73.6%)	19 (20.9%)	5 (5.5%)	59 (53.6%)	43 (39.1%)	8 (7.3%)	201 (100%)
7.02	Panchayat Law	27 (29.7%)	11 (12.1%)	53 (58.2%)	66 (60.0%)	33 (30.0%)	11 (10.0%	201 (100%)
7.03	Elections	79 (86.8%)	12 (13.2%)	-	89 (80.9%)	16 (14.5%)	5 (4.5%)	201 (100%)
7.04	Reservation Rules	16 (17.6%)	28 (30.8%)	47 (51.6%)	22 (20.0%)	13 (11.8%)	75 (68.2%)	201 (100%)

7.05	Basic Services	91 (100%)	-	-	-	-	110 (100%)	201 (100%)
7.06	Committees of PRIs	54 (59.3%)	19 (20.9%)	18 (19.8%)	31 (28.2%)	15 (13.6%)	64 (58.2%)	201 (100%)
7.07	Gram Sabha Meetings	54 (59.3%)	26 (28.6%)	11 (12.1%)	110 (100%)	-	-	201 (100%)
7.08	Village Planning	67 (73.6%)	15 (16.5%)	9 (9.9%)	87 (79.1%)	16 (14.5%)	7 (6.4%)	201 (100%)
7.09	Budgeting and funds availability	16 (17.6%)	19 (20.9%)	56 (61.5%)	35 (31.8%)	21 (19.1%)	54 (49.1%)	201 (100%)
7.10	People's Role in Implementation	34 (37.4%)	27 (29.6%)	30 (33.0%)	37 (33.6%)	16 (14.5%)	57 (51.8%)	201 (100%)
7.11	Panchayat Income and Expenditure	25 (27.4%)	36 (39.6%)	30 (33.0%)	56 (50.9%)	11 (10.0%)	43 (39.1%)	201 (100%)
7.12	Social Audit	25 (27.4%)	26 (28.6%)	40 (44.0%)	36 (32.7%)	33 (30.0%)	41 (37.3%)	201 (100%)
7.13	RTI	27 (29.6%)	32 (35.2%)	32 (35.2%)	56 (60.0%)	16 (14.5%)	38 (34.5%)	201 (100%)
7.14	Employment Guarantee Act Provisions	69 (75.8%)	22 (24.2%)	-	87 (79.1%)	13 (11.8%)	10 (9.1%)	201 (100%)

People's participation in various activities of the panchayat, greater accessibility of services and service providers, motivation of social mobilisation, status of friendliness attitude of the leaders, pro-activeness have made greater impact on people through open governance system.

Impact of open governance system on people pertaining to various parameters related to panchayat functioning has improved significantly. It is to note from the views of respondents, awareness level has been increased on various dimensions like people's rights, timely elections to the panchayats, role of panchayats in service delivery, various committees of panchayats and importance

of Gram Sabha meetings. Further, people were aware about the needs and importance of preparation of development planning. People also understood the provisions of MGNREGA and got adequate employment. The increased people participation and increased awareness level further contributed for strengthening the GPs to deliver better services through open governance system. The scenario of impact of open governance system more or less similar in both the GPs. Significant level of awareness increased in other parameters like procedures of RTI, importance of Social Audit, people's role in implementation of Rural Development Programmes and need of display of financial position of the GP.

Table 4.42. Respondents views on the performance improvement in implementation Schemes / Programmes

S. No.	Name of the Schemes	GPs						Total
		Maan GP			Nadapuram GP			
		Improved	Same Status	Not Implemented	Improved	Same Status	Not Implemented	
10.1	MGNREGA	91 (100%)	-	-	110	-	-	201
10.2	National Rural Livelihood Mission (NRLM)	67 (73.6%)	24 (26.4%)	-	110	-	-	201
10.3	Prime Minister Awas Yojana (PMAY)	64 (70.3%)	27 (29.7%)	-	93 (84.5%)	17 (15.5%)	-	201
10.4	National Rural Drinking Water Programme	91 (100%)	-	-	106 (96.4%)	4 (3.6%)	-	201
10.5	Swatch Bharat Mission-Sanitation	91 (100%)	-	-	110	-	-	201
10.6	Pradhan Mantri Gram Sadak Yojana (PMGSY)	63 (69.2%)	28 (30.8%)	-	87 (79.1%)	23 (20.9%)	-	201

| 10.7 | Public Distribution System | 91 (100%) | - | - | 110 | - | - | 201 |
| 10.8 | Old Age Pension Scheme (IGNOAPS) | 91 (100%) | - | - | 110 | - | - | 201 |

The table presents data related to effectiveness of implementation of various schemes after initiation of open government practices and level of improvement in implementation of different programmes by the respective GPs. As reported, all the respondents have told the status of implementation of MGNREGA, SBM, PDS and also old age pension schemes improved significantly. Performance of other schemes also has been improved which was supported by majority of the respondents. The interaction by the study team with the various category of people, elected representatives and sectoral representatives have given positive appreciation and concurrence of initiatives of the GPs on improvement of service delivery and achieving momentum for overall development of the panchayat with inclusive approach.

CHAPTER – 5

FINDINGS AND RECOMMENDATIONS

People's participation, innovation, transparency and accountability are the major aspects of practicing the in Open Government System. It means that the people should have the access of Gram Panchayat to get information and be informed the of the proceedings of Gram Panchayat. In the recent years, the definition of open government has expanded to include expectations for increased citizen participation & collaboration in all GP activities and development through the Gram Sabha and digital technologies.

In this chapter, the study presents the field-based findings and suggestions yielded through data collected focusing on the objectives of the study. The study was conducted on pilot basis in two Gram Panchayats, namely Maan GP in Pune District of Maharashtra and Nadapuram GP in Kozhikode District, Kerala. Along with the personal interview, people's opinions were collected through focus group discussions. Opinions of officials and elected representatives of the Gram Panchayat were also sought. The findings drawn from the people perception and views are presented in the next section.

5.1. Major Findings

5.1.1. Socio - Economic Details of the Respondents

- The study covered almost 60 per cent of male population and 40 per cent of women. Majority of the members belong to the age category of 31-50 years. Significantly, around 21 per cent youth were also represented in the study. The age group representation in the study reflects, active age group are more interested in participation in the Gram Sabha meetings as well as in public events conducted by the respective Gram Panchayats.

- The GPs in both regions created and maintain better educational institutions and made initiatives to encourage parents to give priority to children education. The study result shows better educational statuses in both the regions i.e., around 86 percent in Maan and 100 per cent in Nadapuram. Interestingly, 20-25 per cent have completed higher education.

- It is very interesting to note that, from both the study panchayats all the respondents were fully employed in high income generating activities or business. Nadapuram is an agriculture region 35.4 per cent were engaged in agriculture and allied activities and only 8.2 per cent were

engaged as agri-labourers. The region has a number of agro-industries or processing units of rubber, pepper, cardamom and production units of tapioca, banana chips, confectionaries, etc. Those industries are operated by the local entrepreneurs and predominantly employed only local people.

- The status of occupations was different in the case of Maan GP, because it is situated in urban periphery of Pune city, the people have opportunities in various non-farm sector like mining industries, construction sector and self-employment. Around 40 per cent were engaged as industrial labour, 21 per cent engaged in self-employment either in construction supporting activities or services in construction related activities.

- All the sample households in both the Gram Panchayats were provided ration cards under public distribution system (PDS).

FAMILY PARTICULARS

* Majority of the families (75.8 per cent) in Maan GP and 51.8 per cent in Nadapuram GP had annual income range between Rs 60,001-80,000, and more than 20 per cent in both GPs had more than Rs 80,000/- as annual income. It shows the better economic conditions for the residents of the GPs.

* The economic status of both the GPs is very strong. Nadapuram GP is self-reliant and earning better income by creating own sources of income. It has created number of people's service-oriented revenue sources along with 100 per cent house tax collection. But in case of Maan GP, it has permanent source of own income due to the increased number of residential apartments within the jurisdiction of the GP and it also able to collect 100 per cent property tax collection along with charges for number of services provided to people.

HOUSING FACILITIES

- All sample respondents have own houses but majority of the houses were constructed on their own and 40 per cent respondents received as parental property. All the houses were electrified and street lights also provided to all regions of their jurisdiction. All the houses were provided individual connections for drinking water with adequate supply. All the houses were also facilitated to construct sanitary toilets with better utility.

- People are fully satisfied with the quality of services provided by the GPs. Especially use of toilet is ensured 100 percent in both the panchayats. Better housing, high literacy, better economic condition enabled the residents to follow agreed principles and better habits to respect

each other. The people knew the citizen's role and responsibility and support for effective functioning of the GPs.

5.1.2. OPEN GOVERNANCE PRACTICES

- Majority of the respondents in both the panchayats agreed for having pro-active elected representatives i.e., ward members and President/Sarpanch. In the case of Maan Gram Panchayat 89 per cent gave their consent on having pro-active ward members and 81.3 per cent supported their Sarpanch also having pro-activeness. Similarly, in Nadapuram GP 84.6 per cent supported their ward members and 78.2 per cent supported the president.

- Maintenance of records and documents are highly appreciable in both the panchayats. Further, they have archives and record rooms, specifically efforts for protection of records were highly appreciable. It is very easy to access the records and retrieve any kind of data or information even related to decades old.

- Both panchayats have documents of data of more than three decades. All the respondents agreed for having easy access to information.

- All the schemes were implemented in a transparent manner through participatory process of decision-making on selection of beneficiaries. The selection of beneficiaries and works are taking place in the Gram Sabha with majority member's concurrence without any hide. The status was supported by 86.8 per cent in Maan GP and 91.8 per cent in Nadapuram GP.

- In both the panchayats elected representatives along with officials make pro-active initiatives to provide better quality services and it influenced reduction of complaints. Having adequate financial resources, the panchayats were able to deploy sufficient man power to implement schemes and attend complaints on time. In this regard, 75.8 per cent in Maan and 79.1 per cent in Nadapuram supported GPs on quick response in grievances redressal and clearing work related complaints.

- Provision of certificates pertaining to its citizens like birth and death, income, migration, land ownership, house title and other services of linking various departments through online process also handled by the GPs. Seventy-eight per cent in Maan GP and 69.1 per cent in Nadapuram GP responded positively on timely issue or provision.

- Disclosure of financial transaction, specifically annual income and expenditure statement of the panchayats, 78 per cent & 94.5 per cent supported openness of financial transaction, display of income and expenditure statement respectively in Maan. In the case of Nadapuram GP around 81 per cent supported openness of financial transaction and 93.6 per cent supported on public display of income and expenditure.

- The GPs, made wall writings, displays, posters, distribution of notices and also notice boards on different places about their performances. The information on services availability, conditions for eligibility, display on service providers, type of schemes available, eligible beneficiaries also displayed adequately and appropriately.

- Diary of events and practices of GP were displayed in appropriate manner to mobilise people support and extend optimum benefits to people.

- Online disclosure of information with feasibility of access through WI-FI network also was managed very well by both GPs. Therefore, more than 93 per cent respondents have supported positively on IEC activities and online access of data in both panchayats.

- It was reported by 56 per cent in Maan GP and 75.5 per cent in Nadapuram GP on conduct of periodical social audit on specific schemes. Disclosure of income and expenditure statement mentioning all other schemes were presented in the Gram Sabha and discussed in detail on the justification on spending.

- Responding to the questions under the Right to Information (RTI) is far better in the study panchayats as reported by 64.8 per cent and 78.2 per cent by Maan GP and Nadapuram GP respectively related to responsive governance.

- The overall opinion of the selected respondents on the efforts of GP in maintaining transparency and accountability was supported by all the respondents. Along with adequate functionaries, digitalisation of data and service delivery impacted on achieving high level of transparency lead to accountability in delivery of services.

- The committees were very active and do their role effectively in both panchayats. The committees were given responsibility in respective fields, meet periodically and discuss for suggestion to improve the service delivery.

- Majority people agreed either themselves or their family members participate in Gram Sabha meetings of their panchayats. Gram Sabha is a platform for the people to represent their views and demand the GPs to make rational decisions in the context of panchayat development. Therefore, more people participation resulted in better democracy in the selected GPs.

- Around, 61 per cent respondents have affiliation with anyone of the political parties in Nadapuram panchayat of Kerala. But it is not in the case of Maan GP of Maharashtra only 21 per cent has affiliation to political party.

- Social Mobilisation is an integral part of participatory process at the grassroots. All the respondents in both panchayats agreed for their participation either one or the other meetings conducted by the GPs. The panchayats under the study made adequate effort through various methods of communication, namely circulation of notices, pasting of wall posters, drum beat-

ings, oral communication, display in notice boards, etc.

- Majority people were agreed on having freedom of raising their voices and concerns in the Gram Sabha meetings. In the case of disadvantaged section's participation was positive in the study regions.

- In both panchayats, GPDP was prepared as per the process notified in the planning manual issued by the respective State government. It was supported by 82.4 per cent in Maan and 93.6 per cent in Nadappuaram. The plans were prepared with the consultation of people, locally available institutions and ultimately by the approval of the Gram Sabha.

- **Impact of open governance system** on people, pertaining to various parameters related to panchayat functioning has improved significantly. Awareness level has increased on various dimensions like people's rights, timely elections to the panchayats, role of panchayats in service delivery, various committees of panchayats and importance of Gram Sabha meetings.

- Further people are aware about the needs and importance of preparation of development planning. People also understood on the provisions of MGNREGA and get adequate employment.

- The increased people participation and increased awareness level further contributed for strengthening of GPs to deliver better services through open governance system.

- All respondents have told that implementation of MGNREGA, SBM, PDS and old age pension schemes improved significantly.

- Performance of other schemes also has been improved which was supported by majority of the respondents.

- Interaction by the study team with various category of people, elected representatives and sectoral representatives have given positive appreciation and concurrence of initiatives of GPs on improvement of service delivery.

5.2. Recommendations

Based on field-based observations and findings, the study suggests following recommendations to strengthen the transparency mechanism, improved citizen centric service delivery and open governance at the grassroots level.

- Any attempt of improving governance will expect improve the service delivery for the benefit of people and enhance the welfare of the residents who are under the governing system. The present study on those two-gram panchayats almost maintaining requirements of open access of information as well as strategies adopted to improve the service delivery system considering the welfare of the local community. Therefore, it is proved that, better governance and access of information to the citizens will yield better results. Further it enables to maintain good

rapport between governing institutions and users.

- The system of good governance is always would be the result of participatory decision-making among the institutions and end users. The citizens are having freedom to participate and act along with the local institutions in selection and implementation of appropriate strategies to achieve the well-being. It benefits both actors to have mutual confidence and enjoying the benefits of governance and move forward towards achieving vision of development. Not only the study, majority of the studies pertaining to governance and people participation are recommending for free flow of information, encouraging participation and enlarging the service delivery. Meaningful participation and allowing people to express their views and considering views into action will encourage people participation.

- The study is revolving around finding the factors influencing good governance and its relationship with development opportunities for region and people. The study shows, systematic approach of administration, documentation and appropriate strategies for service delivery had reflected in timely delivery of services, transparency in all matters of decisions and proactive disclosure of data. These factors have strengthened the overall governance in both the Gram Panchayats. This is solid evidence for improving performance level of the Gram Panchayats and recommends the local institutions need to be strengthened the institutional structure and practices of transparency and accountability which will result in good governance and in-turn better service delivery.

5.3. Conclusion

This study examined on the outcomes and impact of open government interventions in the field of implementation of rural development programmes in the study panchayats. Open government 'Outputs' include measures of efficiency, and the extent to which the initiative worked as intended. Outputs are largely within the control of the government implementing the interventions through open government mechanisms. Further, open government outcomes include the degree to which outputs actually lead to greater transparency, citizen engagement, and government responsiveness. Access to information will lead to greater transparency and public scrutiny, participatory planning initiatives that actually lead to greater citizen engagement in the planning process, and grievance redress mechanisms that actually respond to citizens. In the medium term, open government outcomes include the degree to which an intervention leads to a greater governmental accountability and effectiveness. Accountability and effectiveness are reflected in the degree to which governmental behaviour substantively changes in response to greater transparency, citizen engagement, or responsiveness reforms and initiatives. This governmental be-

haviour change includes, improvements in public services; reduced corruption; and discipline of public employees. Greater accountability will lead to social, economic or environmental change. The present study also made deep attempt to verify this theory that, the open government system made commendable impact on the delivery of basic services and people supporting functions. It also improved transparency, accountability which led to improved awareness in people, clarity in role and responsive governance. Particularly, open government system enhanced people participation, collective decisions, realisation of people' planning and achieved overall development of the Gram Panchayat.

Annexure 1

Process and Practices of Open Government System and its Impact on the implementation of the Rural Development Programmes – A pilot study

Centre for Planning, Monitoring and Evaluation

National Institute of Rural Development, Hyderabad

State :   District   :   Block :   Village / GP:

1. PERSONAL PARTICULARS

Name of the Respondent   :

Sex   :   (1) Male   (2) Female

Age   :   (1) Below 20;   (2) 21-30; (3) 31-40;   (4) 41-50 (5) 50 Above

Community: 1. SC 2. ST 3. BC   4. OBC

Education :   (1) Illiterate (2) Primary   (3) Secondary   (4) Hr. Sec 5. College

1.6 Religion   :   (1) Hindu (2) Muslim   (3) Christian (4) Sikh   (5) Others

1.7 Marital Status : (1) Married (2) Unmarried

1.8 Occupation **:** (1) Farmer (2) Livestock Rearing (3) Agri-Labour (4) Industrial labour

            (5) Self employed (6) Business (7) Govt. Employee (8) Unemployed

1.9 Annual Family Income in (Rs)   :

  (1) < 12000   (2) 12001<24000   (3) 24001< 36000   (4) 36001<48000   (5) 41000<

1.10 Do you have Ration Card   (1) Yes   (2) No

1.11 If yes Type   (1) BPL   (2) APL   (3) AAY   (4) Annapoorna

2. FAMILY PARTICULARS:

2.1 Type of Family: (1) Nuclear   (2) Joint Family

2.2 Family Size   (1) 1 – 2 Members(2) 3-4 Members   (3) 5-6 Members(4) Above 6

2.3. Annual Family Income in (Rs)   :

  (1) < 20000   (2) 20001<240000   (3) 40001< 60000   (4) 60001<80000   (5) 80000<

2.4. Annual Family Expenditure in (Rs)   :

  (1) < 20000   (2) 20001<240000   (3) 40001< 60000   (4) 60001<80000   (5) 80000<

3. HOUSING FACILITIES:

3.1 Ownership of House   (1) Owned   (2) Rented   (3) Others (specify)

3.2 If owned, Constructed by

  Own money   2. Government support   3. Own and Government   4. Parental Property   5. Other organization help (specify)

3.3 Type of housing: (1) Hut (2) Mud wall with thatched roof (3) Tiled (4) RCC

                  (5) Others (Specify)

3.4 Electricity   (1) Yes   (2) No

3.5 If yes   (1) Free Connection (2) Own Expenditure

3.6 Do you have Toilet Facility   (1) Yes   (2) No

3.7 If yes   (1) Govt. Scheme   (2) Own Establishment

3.8 Whether toilet in use   (1) Yes   (2) No

3.9 Cooking Device   (1) Gas (2) Kerosene Oil (3) Fire Wood (4) Agri-waste

               (5) Bio gas Plant (6) Electric Stove (7) 1,2,3 & 4

3.10 Drinking Water   (1) Piped Water   (2) Hand Pump

          (3) Combined Facility   (4) Others (Specify)

3.11 Drainage Facility   (1) Connected   (2) Not Connected

3.12 Street Connectivity (1) Connected   (2) Not Connected

4. Open Governance Practices

4.1. Whether the ward members are having pro-activeness in the development of wards

4.2. Whether the President/Sarpanch having pro-activeness in the development of the panchayat

Practices and strategies of open government system

4.3.1. Voluntary disclosure of panchayat works related documents YES/NO

4.3.2 . Transparency in beneficiaries' selection under state and central schemes   Y E S / NO

4.3.3. Quick Response to the complaints and grievances   YES/NO

4.3.4. timely Issue of Certificates for the people on request YES/NO

4.3.5. Do you support the Openness in financial transaction YES/NO

4.3.6. Is there Public display of income and expenditure of the panchayat   YES/NO

4.3.7. whether the GP practice Wall display, posters, pamphlets distribution etc, on public information   YES/NO

4.3.8. whether the GP Conducts periodical Social Audit on GP schemes   YES/NO

4.4. Whether the GP shows positive response to RTI   YES/NO

4.5. Do you support the GP on transparency and Accountability   YES/NO

5. Details of Membership in the GP committees

Are you or your family Member is/was part of any Committee in PRI (1) Yes   (2) No

If yes Name the Committee

(1) Standing Committee (2) Vigilance Committee   (3) Water (4) Health (5) Others

5.3. Your Family Women are Member of any SHG   (1) Yes   (2) No

5.4. Do you participate in Gram Sabha Meeting   (1) Yes   (2) No

5.5. If NO What are the Problems in Participation?

   (1) Lack of Personal Interest   (2) Lack of Education   (3) Lack of Awareness on

   Functioning of GP (4) Suppression by Rich (5) Suppression by Caste Dominant

5.6. Are you an active member of any political party   (1) Yes   (2) No

6. Effect on Participatory Process

Do the panchayat communicate about meeting adequately 1. Yes   2. No

How do panchayat communicate about the Gram Sabha and other Meetings

   1.Through circulation of notices and posters   2. Beating drums   3. Oral communication through ward members   4. Display in the Panchayat Notice Board   5.None of the above   6. All above methods

6.3.   What is the venue of the meetings

   1. Panchayat premises   2. Common place in the village   3. In each habitation on   rotation,   4. School compound   5. Private places on the individual's land

 6.4   Whether the meetings get adequate quorum   (1) Yes   (2) No

 6.5   Whether the meetings get adequate representation from all sections   (1) Yes   (2) No

 6.6   Whether all people have equal chances for raising voices   (1) Yes   (2) No

 6.7   Whether disadvantaged sections voices resulted in decision making   (1) Yes   (2) No

 6.8   Do you participate in GP activities   (1) Yes   (2) No

 6.9 If no give Reasons

   1. Lack of awareness   2. Lack of Interest   3. Negligence by the Panchayat   4.Negligence by the rich and upper caste people

6.10 If yes to 7.1 Nature of Participation   (1) Voluntary (2) Compulsion

6.11 Type of Participation   (1) Fully Involved   (2) Partially   (3) Only Physical Presence

6.12 What are the type of activities you participate in the panchayat

   Meetings 2. Sharamdhan   3. Financial Contribution 4. Development Activities

6.13 Field of Participation

(1) Planning   (2) Implementation   (3) Monitoring   (4) P & I   (5) P I & M

(6) P & M   (7) I & M   (8) All those

6.14 Do you know the citizens role in the GP   (1) Yes   (2) No

6.15 What are the institutions through which you participate in panchayat activities

Village Sangam   2. Community Sangam   3. SHG   4. Farmers Club 5. NGO

6. Ward Committee   7. Friends Club   8.Spiritual Institution   9. Individual

6.14. What is the process of planning in your Gram Panchayat

1. As per the process prescribed
2. Problem identification, Discussion in the gram sabha, resource inventory and fund mobilization, prioritization of activities and developing strategies
3. Listing of wishes of the people
4. Implementation of schemes as per the fund availability
5. Just preparation of with list

6.15. Which are the institutions involve in Gram Panchayat planning

1. People through Gram Sabha
2. People plus CBOs through Gram Sabha
3. Locally working educational and social service organizations
4. No any specified process

7. Awareness level Due to Open Governance on the GP related activities

Sl. No.	Activities	Options		
		Fully Aware	**Partially Aware**	**Not Aware**
7.1	Peoples Rights			
7.2	Panchayat law			
7.3	Elections			
7.4	Reservation rules			
7.5	Basic Services			
7.6	Committees of PRIs			
7.7	Gram Sabha Meetings			
7.8	Village Planning			
7.9	Budgeting and funds availability			
7.10	People's Role in Implementation			
7.11	Panchayat Income and Expenditure			

7.12	Social Audit			
7.13	RTI			
7.14	Employment Guarantee Act Provisions			

8. Any Special Initiatives made by Gram panchayat through Open Governance for the development of people - **Yes/No**

   8.1. If Yes mention

Sl.No	Particulars	Type of interven-tion	Impact		
			Nil	Good	Better
8.1.1	Economic				
8.1.2	Social				
8.1.3	Agriculture				
8.1.4	Health				
8.1.5	Education				
8.1.6	Employment				
8.1.7	Skill Development				
8.1.8	Entertainment				
8.1.9	Others if any				

9. Effect of Open governance on the Status of basic Services delivery and Access

Sl. No.	Particulars	Status If Available – A	Im-proved	Same status
9.1	Drinking Water			
9.2	Street Light			
9.3	Connecting Roads			
9.4	Housing for houseless			
9.5	School			
9.6	Anganwadi/ Creech			
9.7	Health Sub- Centre with in the panchayat			
9.8	PDS within the panchayat			
9.9	Market within the panchayat			
9.10	Burial Ground			

10. Details of the schemes and status of the benefits -

Sl.No.	Name of the scheme	Improved	Same status	Not Imple-mented
10.1	MGNREGA			58
10.2	National Rural Livelihood Mission (NRLM)			
10.3	Prime Minister Awas Yojana (PMAY)			
10.4	National Rural Drinking Water Programme			
10.5	Swatch Bharat Mission – Sanitation			
10.6	Pradhan Mantri Gram Sadak yojana (PMGSY)			
10.7	Public Distribution System			
10.8	Old Age Pension Scheme (IGNOAPS)			
10.9	Facilitation of other sectoral schemes			
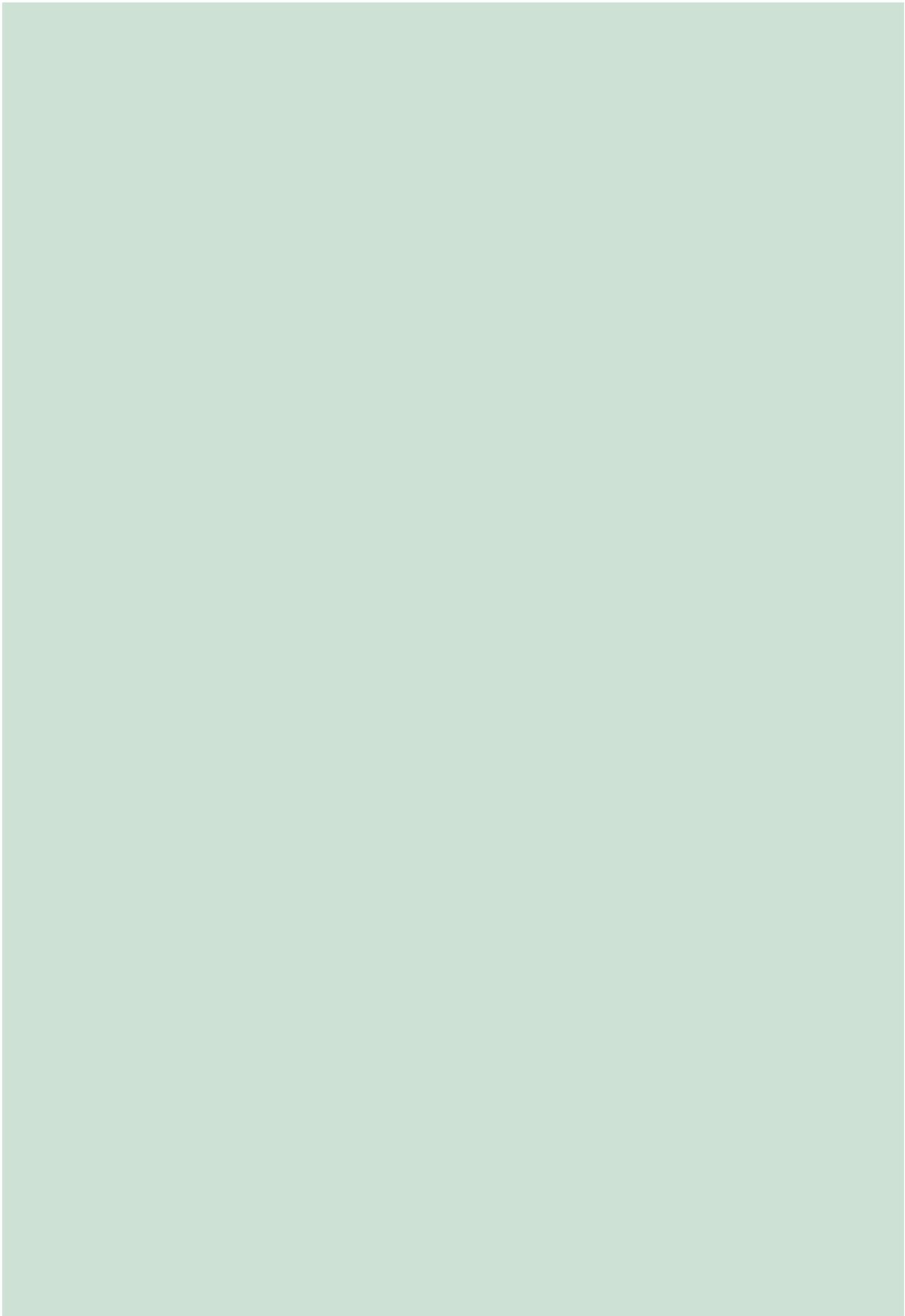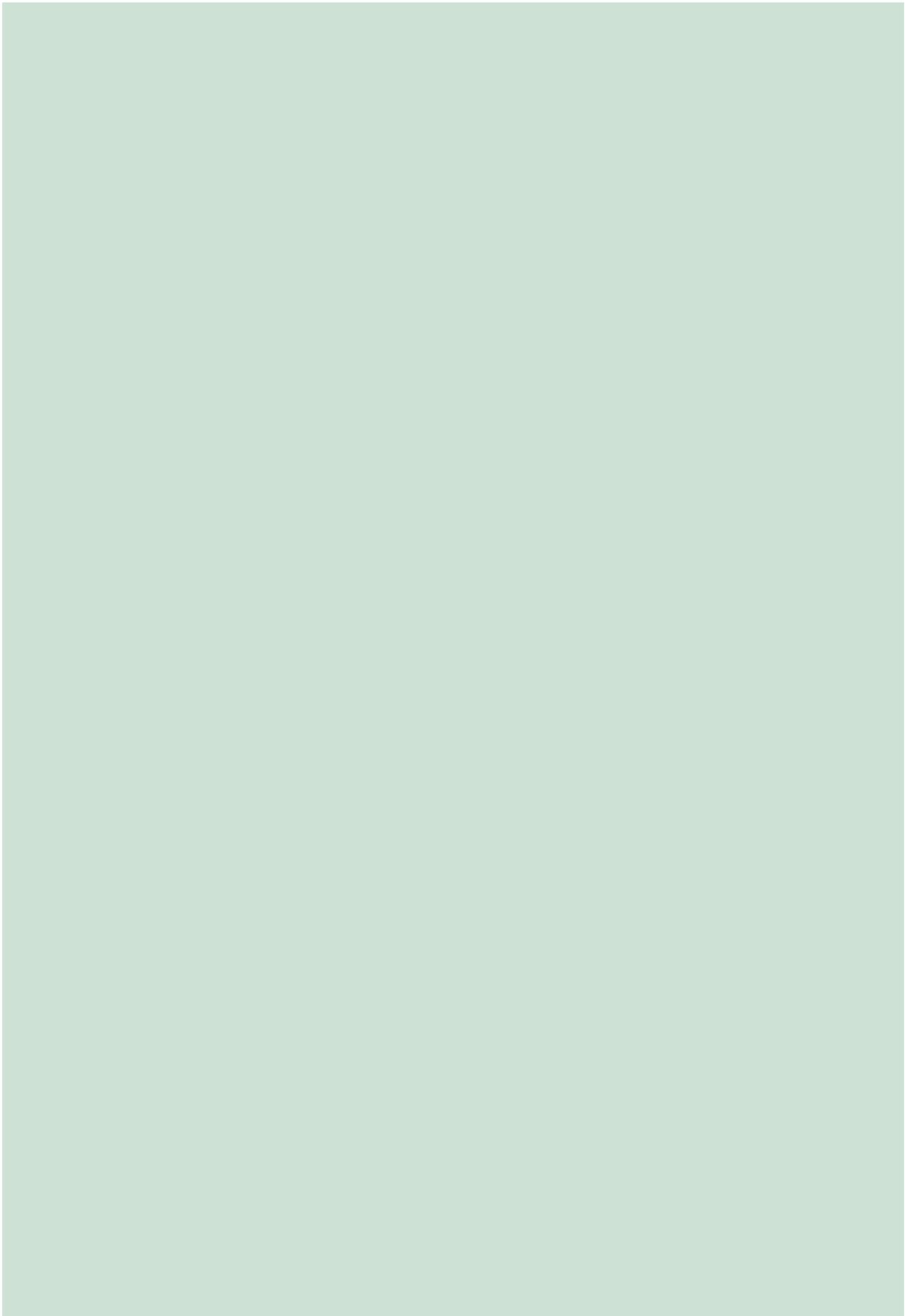
NIRDPR

Centre for Planning, Monitoring and Evaluation
National Institute of Rural Development & Panchayati Raj
(An Organization of the Ministry of Rural Development, Govt. of India)
Rajendranagar, Hyderabad – 500 030