



Time - 3 Hour

MM-70

The question paper contains 3 printed pages.

Instructions : The question paper consists of two sections A and B . Attempt total five questions selecting minimum two from each section. All questions carry equal marks (5 x 14 = 70)

SECTION A

Section A is based on case titled Samarthan Initiatives ..

SAMARTHAN Initiatives¹

SAMARTHAN works to promote people centered development. The PRI initiatives too stress the need for building governance that is pro people. When it began work in MP, it was very clear from various baseline studies that there was need to support and build efforts being undertaken by civil society, in strengthening the base of Panchayati Raj there. That without appropriate support, the existing social scenario could not be conducive, or allow panchayats to grow, as envisioned by the policies and amendments.

Besides undertaking the various support activities, two panchayats, namely Raipura and Jamunia, were selected for intensive support interventions. They were our labs, where we could explore with the community, attempt to strengthen the panchayats, and have learnings which would be then replicated and/or be used in other interventions. We were aware that work in two panchayats was hardly representative of the 31 000 Madhya Pradesh panchayats and that was why stress was laid on replication and civil society involvement, in order to cover the wide area. With this background we started working in a limited number of panchayats. We will take the examples of two panchayats for understanding the process of change brought through decentralization and PRIs.

Jamonia Tank

Jamonia Tank is a village of 163 households. Its panchayat is part of Sehore Janapad Panchayat of Sehore district. Bhopal, the state capital, is 45 km distant. Gram Panchayat Jamonia Tank is divided into 12 wards. In 1994, the post of chairperson (Sarpanch) of the village panchayat was reserved for a "backward" caste woman and Geeta Rathore became Sarpanch. Ninety percent of the community are farmers. Some have their own land, some are landless day labourers. Among the 163 households at least 35 families are from scheduled castes. Most have either no land or land insufficient for their livelihood; only 10 to 12 percent have sufficient land. Forty percent earn their livelihood from sources other than their own land, which forces them to search for wages and alternative sources of earnings.

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In 1996, a study of Jamonia Panchayat indicated that the road from the village to the town was in poor condition; the school had two rooms (five classes and over 100 students); drinking water supply was a problem (with only four hand pumps); a small river was the link to a nearby irrigation department-controlled tank: no social security programmes served the poor; traditional hygiene and sanitation systems prevailed; no modern latrines had been built and people were unaware of disease carried by water and garbage. Before 1994 the panchayat institution had a nominal annual income of some Rs. 12 000 per annum. The state government had no separate budget for the panchayats; they had no internal or local source of income. In 1994, with a newly elected panchayat, popular expectations regarding it suddenly increased due to publicity about the Panchayati Raj system.

The Central government acted: the Ministries for Rural Areas and Employment linked the central fund for rural development to the panchayats. Because of this central government action, panchayats began to receive money to discharge their constitutional responsibilities. Madhya Pradesh Government transferred funds of various government programmes to the panchayat. Despite these initiatives, Jamonia received minimal funding, Rs. 22 000 per annum. The panchayat change of status led to great expectations in the community. It was generally perceived that as panchayats had been given power they would receive money and would become powerful bodies of governance, equal to the State. However, after the election this did not happen. Frustration arose among panchayat representatives and the community and led to conflict between the two, coming to a focus when the community decided what public works and programmes to undertake with limited funds.

Jamunia Tank was selected as a recipient of panchayat public works and programmes due to the following factors: It is close to the town; It has a medium size panchayat; It is economically strong but not rich, with moderately developed agriculture; Its Sarpanch has a "medium level of awareness; Its Sarpanch is a woman without previous political experience, yet she is educated; There is a concentration of poor and landless; and It has more than 70 percent illiteracy.

SAMARTHAN's a regional NGO, focused on these problems and decided to extend support. The support extended involved strengthening mechanisms to make the panchayat effective in social change; initiating participation to strengthen community role in Panchayat activities; helping the panchayat initiate its bottom up planning process; helping the panchayat and Gram Sabha to gain access to information.

Jamunia initiated ward-level meetings to undertake planning. A series of meetings and follow-ups began the process of participatory planning in which the community prepared its plan on the basis of its available resources. The panchayat tried to generate internal resources for solving long pending issues. In Jamunia Tank there was a long time demand from the Scheduled Caste community to build a small culvert on the river adjacent to their homes; now the effort was made and community and panchayat together planned to do the job. After assessing their existing resources they realized there was a huge gap between the actual need and resources available. They collected local resources and contributed around half the total cost: even then there was a shortfall of Rs. 25,000. To bridge this gap, they approached SAMARTHAN, which decided to support them.

Due to support of Samarthan, the information flow of different development programmes increased to the panchayat and panchayat members. though it increased the awareness, but on the other hand, it created tensions between the Sarpanch, Panchayat members and Gram Sabha. The reason behind was, in many cases the Sarpanch and the Panchayat members were also not aware about many rules, government schemes and programmes. This tension put pressure on the Panchayat representatives to collect more facts and information. This desire led towards more interactions between government departments and Panchayat representatives. Initially there was strong resistance towards sharing the facts and information and this resistance led towards unity, not only among members but also among Sarpanch, members and the Gram Sabha. This process started the flow of information to the Gram Sabha. Facilitating each issue, the tension gradually changed into a working relationship among them.

The Gram Sabha in turn forced the Panchayat to more effectively monitor programmes and schemes. Panchayat representatives started realizing that their role had become more transparent and acceptable to

the community and now they have a greater responsibility of providing information and helping community to benefit from these programmes.

The Public Health and Engineering Department (PHE) started building sanitary latrines in the Panchayat. Initially the contract was given to the contractor and the Panchayat was merely informed. On one hand construction started, while at the same time representatives began collecting information on the scheme. They were surprised to know that government had actually provided Rs. 2300 per latrine while the materials used for the construction is just half the actual money received. Next day a delegation met the supervising engineer, who refused to listen to them. Both community and SAMARTHAN representatives petitioned the district collector, who listened and halted construction. PHE officials visited the village and met with Gram Sabha and Panchayat representatives. When it was determined that the substandard latrines needed major repairs, government funds were granted to the affected households so that they could buy materials themselves and build latrines themselves. With this incident and because of a very active Gram Sabha, the monitoring role of the Gram Panchayat on development programme increased. Later the panchayat pressed for various pending problems; it received funds for building an added schoolroom. Later, the Sarpanch and Panchayat members organized other Panchayats and Gram Sabhas to pressure the Public Works Department to build a new road and demonstrated at district headquarters. Finally the road was built.

Empowerment of the Panchayats is largely influenced by its milieu. One issue is the participation of women in this system. Since this Panchayat was headed by a woman who was a simple housewife, major efforts addressed the establishment of leadership of women. Male community members, caste leaders and other influential people were organized. Similarly, a special separate meeting of women Panchayat and Gram Sabha members were held. These initiatives helped the Sarpanch develop as an effective leader. Today not only Jamunia but the entire Sehere block accepts her as the most effective leader who is a woman. The panchayat and community still have various problems but they have learned the skill of negotiation and analysis of their problems. Other changes include: visits by agricultural, land record and other government officials increased; 54 families took possession of land allotted to them (10 SCs, 20 OBCs); A Public Distribution System shop was opened in the village; Scheduled Castes began to receive seed for farming; and small/marginal farmers were forced to sell crops at lower prices to repay their agricultural loans.

Previously there was no funding or government assistance for storage of food grains. After analysis the panchayat and community decided to form a bank for this purpose. Initially 30 persons contributed Rs. 1 000 "seed money", which was available to needy farmers who could borrow from the fund. The community is still finalizing the formalities. The overall experience is that the community has built a capacity to decide, plan and implement efficiently. The exercise revealed that planning resulted in generating additional resources. It also tells us that community ownership helps local people analyze their own issues, reducing cost and increasing the quality of work.

- 1) Based on the information given in the case attempt an environment scan of the situation along atleast four dimensions
- 2) Elicit any two major decisions (plans) made in the case, specially highlighting what information led to the decisions
- 3) Discuss any two issues of control from the case and control mechanisms used in the case
- 4) What are the qualities of the leader in this case that helped reach the objectives
- 5) Although there was no vision in the beginning , based on what the district Jamonia Tank was able to achieve in the case , Write the vision , mission and objectives that were achieved.
- 6) What issues of communication can you identify in the case (any two)

SECTION B

Prepare a project report highlighting learnings from the event of organizing a rural haat along with a street show in the campus based on any of the following sub titles :

1. Vision / Mission / Objectives and Indicators used for measuring Success of the event
2. Environment Scanning including SWOT of MBA Rural Management Batch
3. Roles and responsibilities of different people involved
4. Leaders identified in the group especially their traits because of which you think they emerged as leaders
5. Directing principles used in the organizing of event.

