

PANCHAYAT LEVEL PLANNING AN ACTION PROGRAMME



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CAPACITY DEVELOPMENT FOR
DECENTRALISATION IN KERALA

**Panchayat Level Planning:
An Action Programme**

Workshop Report
English

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Foreword

The local self – government institutions in Kerala are in the process of preparing their 11th Five Year Plan. The quality of this exercise has to be improved considerably to facilitate the formulation of good proposals. With this aim, a workshop was organized at Trivandrum, on 21st and 22nd November, 2006. The workshop discussed the ways and means of using the guidelines issued by the state government for formulating a five year plan in a transparent and efficient manner. This report contains the Action Programme prepared by 45 elected representatives from 24 Gram Panchayats, 20 personnel from 10 organisations and 8 resource persons. The understanding is that this Action Programme can be modified in accordance with the changes in the guidelines made by the state government from time to time. Originally prepared in Malayalam, the report was translated into English so that other states could also adapt the recommendations for Panchayat-level planning.



I

PREPARATIONS BY THE PANCHAYAT COMMITTEE

PANCHAYAT LEVEL PLANNING : AN ACTION PROGRAMME



I. Preparations by the Panchayat Committee

1. Understanding the conditions prevailing in the Panchayat.
2. Formulating a policy for development, with people's participation.
3. Meetings of the Standing Committee and the Steering Committee to make preparations.
4. Deciding the priority of various activities in the Five Year Plan.
5. The Steering Committee to assume the leadership in the planning process.
6. A clear picture to be formed of the resources available.
7. A Working Group to be constituted, with experts from different fields.
8. Separate Resource Teams for women development and SC/ST.
9. Subject – wise conventions for policy –making.
10. Meetings of officers at different levels.

Due date of completion



I.1 Meeting of the Panchayat Committee

1. An Action Plan to facilitate time-bound completion of programmes.
2. The Panchayat Committee to discuss and decide its role in ensuring successful implementation of the 11th Plan.
3. Explaining the activities of the various Standing Committees.
4. Continuous monitoring by the Steering Committee.
5. Deciding on meetings of officials.

Date

Responsibility





I.2 Finance Standing Committee

1. Available resources.
2. Problems in securing them.
3. Study / thoughts on possible solutions.
4. Action plan for full tax collection.
5. New avenues for income generation-governmental and non-governmental.
6. New possibilities for taxation.
7. Money that could be saved by cuts on expenses.
8. Transparency in taxation norms.
9. Projects and financial institutions that can be linked with Panchayat projects.
10. Preparation of note containing all these details, for presentation in the Panchayat Committee.

Due date of completion

Responsibility

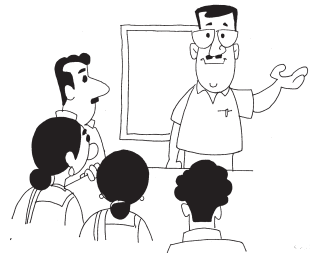


1.3 Welfare Standing Committee

1. Analysis of the experiences of the past 10 years.
2. Helping the formulation of policy by:
 - ❖ Organising discussions among experts [technical, practical aspects], consumers, institutions, etc. of different groups.
 - ❖ Identifying needs and problems on this basis and prioritising them.
3. Preparation of a written record of these for presentation in the Panchayat Committee.

Due date of completion

Responsibility





I.4 Development Standing Committee

1. Appraisal of the prevailing situation on the basis of the past experience.
2. Reaching an understanding on ways to emphasise the importance of the production sector.
3. Considering the agencies that can be linked to the process.
4. Preparing the approach paper on water- shed based development.
5. Identifying the small- scale industrial units that are possible.
6. Preparation of a plan for development of infrastructure.
7. Preparation of a plan for development of local habitat.
8. Holding discussions on it with experts, institutions, beneficiaries and officials.

Due date of completion

Responsibility



1.5 Meeting of the Panchayat Committee

1. Discussion on the reports prepared by the Standing Committees.
2. Formation of a Working Group on the lines suggested by the Standing Committees.
3. Fixing a date for the meeting of the Working Group.
4. Assigning the responsibility for inviting the members personally.
5. Assigning the responsibility for presenting the Panchayat policies generally and before the groups.
6. Presenting a copy of the policies to each group.
7. Planning the training of the Working Group.

Date

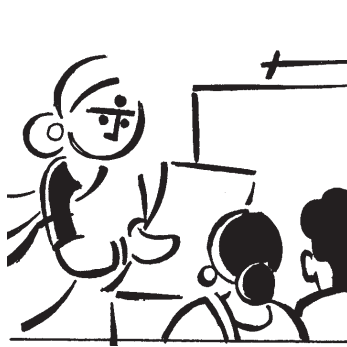
Responsibility



Important Considerations

1. Every member must have a clear understanding of the policy approach of the Panchayat Committee in each subject, as they have to provide the leadership for all future activities in the different sectors.
2. Ideally the Steering Committee should meet at least thrice, every week, during this period.
3. To facilitate the smooth functioning of Standing Committees, the services of officials and the existing Working Group may be utilised.
4. It has to be ensured that all members of the Panchayat Committee are responsible for all these tasks.





II PREPARATION OF DRAFT PLAN DOCUMENT

PANCHAYAT LEVEL PLANNING : AN ACTION PROGRAMME



II. How is the Draft Plan Document prepared?

1. Formation of the Working Group.
2. First meeting of the Working Group
3. Training of the Working Group
4. Subject wise Working Group
5. Study programmes / Collection of data / Review
6. Preparation of draft Plan document
7. Panchayat Committee

Due date of completion





II.1 Formation of Working Group /Reorganisation

1. People's representatives.
2. Volunteers interested in the particular fields/subjects.
3. Experts – either from within or if required from outside the Panchayat with technical expertise or those with practical knowledge.
4. Heads of institutions [under the Panchayat].
5. Representatives of youth, students, women, Dalits and Adivasis.
6. Considering the possibilities in the Panchayat, new Working Groups can be thought of .eg. Tourism.
7. Retired persons.

Date

Responsibility



II.2 First meeting of the Working Group

1. Meeting each member of the Working Group personally, apprising him/her of the importance of the matter and handing over a formal invitation.
2. Presenting the Policy Approach of the Panchayat in the Working Group meeting.
3. Handing over a copy of the same to each Working Group.
4. Explaining the Policy Approach of the Panchayat through discussions.
5. Preparation of an Action Plan for activities till the Development Seminar, through group-wise discussions.
6. Formation of Core Team duly ensuring representation from all Working Groups.

Date

Responsibility



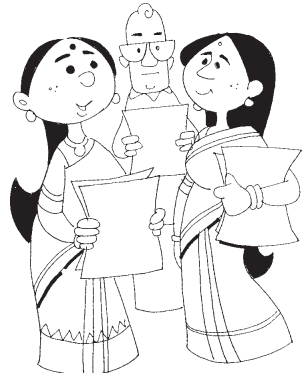
11.3 Training of the Working Group

1. Explaining the responsibilities and duties of the Working Group.
2. Ensuring the clarity of the policy approach.
3. Formulating guidelines for further activities.
4. How the Development Plan can be modified?
5. Preparation of the Draft Plan.
6. Different ways of collecting information

Date

Place

Responsibility





II.4 Subject-wise Working Groups

1. Greater clarity in future activities, preparation of a work calendar.
2. Formation of sub-committees as per requirement.
3. Sub-committees can speed up the pace of activities.
4. Ideally the meetings to be held in the offices of the conveners.
5. Zonal meetings can also be held once in a while.
 - ✿ Ensure integration
 - ✿ Avoid repetition
 - ✿ Make organisation easier
 - ✿ Improve efficiency

Due date of completion

Responsibility



II.5 Study Programmes / Data Collection /Review

II.5.1 Survey

- ◆ Preparation of a 'Form' by the Core Group to collect general information. It should be simple. Only matters absolutely essential for planning/ development of a vision to be included
- ◆ The questionnaire should contain information relevant to plan formulation.
 - ✿ The survey should be conducted under the leadership of the Ward Member.
 - ✿ Houses may be grouped and assigned to Neighbourhood Groups
 - ✿ Training for those selected for the task.
 - ✿ Compilation to be done at Neighbourhood/ Ward/ Panchayat levels.
 - ✿ Information thus collected to be handed over to different subject-wise Working Groups.

**Due date of
commencement**

**Due date of
completion**

Responsibility



11.5.2 What are the data to be collected / appraised / studied?

- ✿ Socio-economic data
- ✿ Study of natural and human resources
- ✿ Appraisal of partner organizations
- ✿ Preparation of a document on financial status
- ✿ Other governmental interventions
- ✿ Review of schemes of the past 10 years
- ✿ Changes to be made in the development plan prepared for the previous Five Year Plan
- ✿ Total assets of the Panchayat
- ✿ Particulars of spill-over projects
- ✿ Useful changes to be made in the administrative set-up and functioning of the office
- ✿ Information related to each subject area
- ✿ Analysis of the resource-map, if it has already been prepared.
- ✿ Collection of secondary data



11.5.3 Meetings of Stakeholders

- ❁ Meeting of eminent citizens.
- ❁ Meeting of technical and practical experts in each subject.
- ❁ Meeting of prospective beneficiaries
- ❁ Meetings on different subjects
- ❁ Meetings of groups which have to be considered.
- ❁ Meeting of different organizations
- ❁ Meeting of political parties /political organizations



11.5.3.a Preparations for the Stakeholders' Meeting

1. Meeting of Subject Working Group.
2. Deciding how the discussion is to be conducted.
3. Listing the stakeholders in different sectors.
4. Deciding the date, time, venue and organising responsibility of the meeting.
5. Handing over the President's letter.
6. Conduct of meetings

**Due date of
completion**

Responsibility



11.5.3.b How to conduct the Stakeholders' Meetings?

1. Deciding how many such meetings are to be held for each subject group.
2. The preparatory tasks indicated in sections [a] and [b] have to be taken before holding the meetings. These particulars to be compiled and discussed in the meetings.
3. Problems / present status, causes, solutions/ how to improve matters, responsibilities etc. to be discussed in a structured manner.
4. Discussions to prioritise issues
 - ❁ Problems / status
 - ❁ Solutions
5. Reaching an understanding on priorities



11.5.4 Review of the plan of the last ten years

1. Working group discussion on the report presented by the implementing officials and the Standing Committee
2. Social Audit covering the beneficiaries as well.
3. Scrutiny of records.
4. Discussion with members of former Panchayat Committee and Working Group.
5. Visit to the benefited area, discussion, observation.

**Due date of
commencement**

**Due date of
completion**



11.5.5 How can the activities be made time bound ?

1. The work is done by the Working Group under the leadership / on behalf of the Panchayat Committee.
2. The Working Group itself can be divided into various sub-committees.
3. Sufficient number of experts can be incorporated.
4. Under the leadership of the Working Group , it should be possible to speed up the activities by including, as per requirement, more members in the sub committee.
5. Preparation of a calendar of activities.
6. The Panchayat Committee should monitor the activities of the Working Group according to this calendar.
7. Monitoring should be done at the level of the Standing Committee as well.



11.5.6 Main merits of this review

1. It is possible to identify the reasons for success or failure.
2. Provides greater clarity on matters where precaution has to be taken.
3. Facilitates identification of problems, inadequacies, needs, possibilities, and genuine spill-overs.

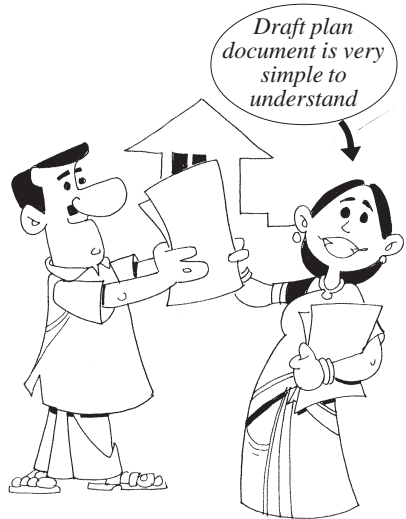




11.6 Preparation of Draft Plan

1. Preparing a summary of the draft plan for presentation in the Gramsabha.
2. Preparation of the required documents by each Working Group.
 - ❁ Compilation of these documents by the Core Team to prepare the Draft Plan document for presentation in the Gramsabha.

Due date of completion





II.7 Panchayat Committee Meeting

1. The Convener of each Working Group to participate in the meeting.
2. Examine whether the Draft Plan document has been prepared on the basis of the development strategy announced by the Panchayat.
3. Examine whether the priorities are correct.
4. Examine whether Government directions have been complied with.
5. Have there been any spill-overs?
6. Has it been possible to exploit the potentials fully?
7. Measures to provide greater clarity.
8. Has it been possible to achieve integration?
9. Make necessary changes and send for
10. Give the public the opportunity to discuss the Draft Plan, even before the Gram sabha meeting.

Date

Place

Responsibility



Important Considerations

1. Due recognition should be given to the expertise of the Working Group members and it must be utilised.
2. All studies to be carried out by the Working Group under the leadership of the people's representatives.
3. The Working Group to be given the opportunity to bring in more experts as per requirement
4. Once the Draft Plan is ready, discussions could be organized in different parts of the Ward, with the help of the Working Group, prior to the Gram sabha meeting
5. Proper planning is essential for smooth completion of projects. Many tasks may have to be taken up simultaneously.
6. The Draft Plan document should be simple and lucid.



III

GRAM SABHA

PANCHAYAT LEVEL PLANNING : AN ACTION PROGRAMME



III. Gram sabha

1. Panchayat Committee
2. Preparations
3. Registration
4. Inauguration / Public Meeting
5. Group Discussion
6. Public Meeting

**Due date of
commencement**

**Due date of
completion**



III.1 Panchayat Committee

1. Deciding date, time and venue of meeting in each ward.
Responsibility of preparing this as a calendar and handing it over to the Committee members and officials, preparing the notice and getting it printed.
2. Convening a meeting of officials, ensuring their participation and assigning that responsibility to the members of the Panchayat Committee.
3. Preparing a list of facilitators
 - ❁ Two from each ward
 - ❁ Preference to members of the Working Group
 - ❁ One male and one female
 - ❁ Persons capable of effective presentation and coordination.



Panchayat Committee Continuation

4. Assigning the responsibility of inviting District and Block members.
5. Deciding the date for the meeting of the 'Organising Committee' in each ward.
6. Decision to prepare and distribute the President's letter on this.
7. Identifying persons with interest and expertise in every field, preparing a list of those to be invited for gram sabhas, and assigning this responsibility to members.



III.2 Preparatory Steps

III.2.1 Organising Committee

- * An organizing committee in each Ward
 - ◆ Members of various political parties ◆ Voluntary workers
 - ◆ Office bearers of organizations
 - ◆ Representatives of Neighbourhood Groups
- * Tasks of the Organising Committee
 - ◆ Publicity ◆ Poster
 - ◆ Board ◆ House visits
 - ◆ Sending notices ◆ Through organisations
 - ◆ Through institutions
- * Snacks
- * Registration
- * Seating arrangement for each group
- * Other facilities



**Due date of
commencement**

Place

**Due date of
completion**



III.2.2 Working Group

- ❁ Atleast three members from each Working Group, Convener and Chairman should participate in every Gram sabha . A chart to be prepared for the same.
- ❁ Agenda of points to be presented in the Gramsabha to be prepared on chart paper
 - ◆ Gains and setbacks in each field, in the last ten years
 - ◆ Reasons for the setbacks
 - ◆ Development related problems encountered
 - ◆ Suggestions to solve them
 - ◇ Suggestions ◇ Brief description ◇ Amount.
- ❁ Responsibility of Gram,Block and District Panchayats in solving the problems, role of citizens/ organizations
- ❁ Material for the training of facilitators to be prepared and kept ready.

Date

Place

Responsibility



III.2.3 Training Facilitators

- ❁ Role of facilitators in the Gramsabha
- ❁ Facilitators to present
 - ◆ Summary of the review of the last ten years
 - ◆ Approach to the 11th Plan
- ❁ Compilation and presentation in the discussion

Place

Date

Responsibility



III.3 Gram sabha Registration

- ❁ A Registration Form is necessary
- ❁ Registration on the basis of subjects
- ❁ Facility for each member to register according to his/her area of interest
- ❁ Persons responsible for the Registration Counter / Instructions for them

Responsibility





III.4 Inauguration of Gram sabha /Public Meeting

- ❁ Deciding before hand with the participants the time and their presentation.
- ❁ Proper understanding on ensuring the quorum for the meeting, starting the meeting at the right time.
- ❁ Welcome address-Ward Member -10 minutes. Brief summary of past events
- ❁ President – Panchayat President / Vice President / a Member -10 minutes
 - ◆ Drawbacks of the past, approach to 11th Plan
- ❁ Inauguration –M.P / M.L.A / District Panchayat Member / Block Member -15 minutes
 - ◆ Approach to 11th Plan at their level
 - ◆ Possibilities of integration.
- ❁ Presentation by Facilitators -30 minutes
 - ◆ Review of the last ten years- strategies helpful for the 11th Plan
 - ◆ Approach to the 11th Plan
- ❁ Formation of Groups / Instructions on manner of functioning.



III.5 Group Discussion

- ❖ Minimum two hours time for the group discussion
- ❖ The Working Group members, Convener and Chairman to reach the venue before the scheduled time of the meeting
- ❖ Make proper seating arrangements for members
- ❖ Discussions to cover problems relating to each field, causes, solutions, resource mobilisation, organization, responsibilities etc.
- ❖ Subject Groups under the leadership of the Chairmen of the Working Groups
- ❖ Presentation for 15 minutes by a person chosen by the Convener / Working Group
- ❖ Everyone to participate in the discussion
- ❖ Formation of Subject Groups in the Gramsabha on the basis of each Working Group
- ❖ Discussion must facilitate modifications, additions / improvements in each presentation. Facility within the group to offer explanations for greater clarity
- ❖ Noting down of suggestions / views of participants systematically, compilation and presentation in the group.



III.6 Public Meeting

- ❁ Suggestions coming up in the Group discussion to be presented in plenary session
- ❁ Compilation by the facilitators
- ❁ Facility to provide explanations if necessary
- ❁ Selection of participants for the Development Seminar
- ❁ Two participants each with knowledge of the respective sector, from three sectors – total of 6
- ❁ Of which half should be women
- ❁ This list to be presented in the Gram sabha, got approved and incorporated in the minutes of the meeting.



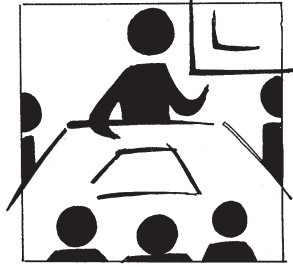
Important Considerations

1. Programmes to create awareness about the importance of the Gram sabha among people from all sections of society.
2. The venue to be easily accessible, convenient for people to get together and hold discussions.
3. Not more than one Gram sabha on the same day at the same time.
4. Efforts to ensure the participation of people's representatives, officials and Working Group Members.
5. Block and District members to participate.
6. Ensure that the notification has reached everyone.
7. Ensure that the preparatory work has been done to make the Subject Group discussions useful.



Important Considerations Continuation

8. Reduce to the extent possible, the duration of the inaugural session.
9. Steps to ensure timely start to be taken right at the beginning.
10. Utilise the time allocated for Gram sabha meeting effectively.
11. Ensure participation of all sections
12. Participants of Stakeholders' meetings to be specially invited to the respective Gram sabhas.
13. Make the group discussion effective.
14. People with expertise and interest in particular fields should be specially invited to the respective Gram sabhas.
15. Ensure that the seating arrangements are adequate.



IV DEVELOPMENT SEMINAR

PANCHAYAT LEVEL PLANNING : AN ACTION PROGRAMME



IV. Development Seminar

1. Working Group meeting
2. Core Team meeting
3. Panchayat Committee meeting
4. Organising Committee meeting
5. Discussion with M.L.A-M.P
6. Discussion with Block- District members
7. Special invitees
8. Other preparations
9. Participants in the Development Seminar
10. Agenda for the Development Seminar
11. General presentations in the Development Seminar
12. Group discussions
13. General session – Conclusion.



IV.1 Working Group Meeting

- ❁ Discussion on the report from the Gram sabha
 - ◆ Report on each subject to be presented by the Convener at the meeting
- ❁ Include those that can be included in the Plan document
- ❁ Accept those to be included in the Development document
- ❁ Prepare written statements on those that cannot be included, citing reasons. [For presentation at the Development Seminar]
- ❁ Appraisal of general suggestions by the Core Team
- ❁ Deciding among the groups who makes the presentations and in what manner in the seminar.
- ❁ Each working group to make the necessary changes and prepare for the core group.

Date

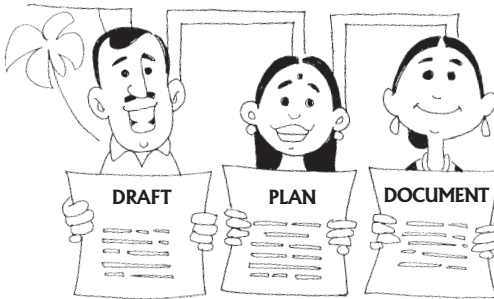
Place

Responsibility



IV.2 Meeting of the Core Team

The Core Team meets to finalise the draft Plan document to be presented to the Panchayat Committee.



Date

Place

Responsibility



IV.3 Panchayat Committee Meeting

1. Appraisal of those included in the Gram sabha's proposals and those not included and the reasons for the same.
2. Study and discussion on the draft Plan document
3. The Chairman of each Working Group presents it before the Committee.
4. Fixing the date for the meeting of the Organising Committee of the Development Seminar, preparation of the list of invitees, assigning of responsibilities
5. Assigning the responsibility for arranging meetings with the M.P-M.L.A.
6. Preparation of the agenda of the Development Seminar
7. Preparing the notice.
8. Deciding how the invitation letters are to be given personally, and delegating that responsibility
9. Preparing the list of special invitees, assigning the responsibility for the same.
10. Decision to print the Plan document, assigning related responsibility.



IV.4 Organising Committee

IV.4.1 In the Committee

1. Panchayat Members
 2. Officials
 3. Representatives of political parties
 4. Representatives of organisations
 5. Voluntary Workers
- ◆ Those who are to participate in the seminar should not have responsibilities in the Organising Committee..

Place

Date

Responsibility



IV.4.2 Organising Committee

1. Publicity – Posters, boards and banners everywhere
2. Food
3. Reception, registration, preparing the venue for group meetings

By which date

IV.4.3 Invitations

1. The Organising Committee to help the Panchayat Committee in extending invitations.
2. Everyone to be invited personally.

By which date





IV.5 Discussion with M.L.A –M.P

- ✱ Getting in touch with the M.P-M.L.A to fix a date for the meeting.
- ✱ Three or four persons from a Panchayat including the President to handle the task
 - ◆ The Panchayat's approach to development
 - ◆ Activities
 - ◆ Assistance to be sought from the M.P-M.L.A
 - ◆ Discuss these matters, extend invitations to the Development Seminar and hand over a copy of the draft plan



Date

Place

Time

Responsibility



IV.6 Discussion with Block-District Members

- ❁ Get in touch with Block-District members to fix a date for the meeting.
- ❁ Three or four persons from a Panchayat including the President to handle this task
 - ◆ The Panchayat's approach to development
 - ◆ Activities
 - ◆ Assistance to be sought from Block and District members
 - ◆ Discuss these matters, extend invitations to the Development Seminar and hand over copies of the draft Plan

Date

Place

Time

Responsibility



IV.7 Special Invitees

- ❁ The Panchayat Committee to prepare a list of special invitees
 - ◆ Those with practical and technical expertise in different fields
 - ◆ They need not necessarily have participated in the Gram sabha
- ❁ Responsibility of inviting them personally with invitation letters
- ❁ Handing over copies of the draft plan

Date

Responsibility





IV.8 Other preparations

1. Ensuring stock of paper, chart paper, pens
2. Indicate seats for each group
3. Preparing registration counters and subject-wise registration forms
4. Ensuring seats for everyone
5. Arranging O.H.P [Over Head Projector] if required for the presentations

Date

Responsibility



IV.9 Participants in the Development Seminar

1. Representatives of the people –from Gram, Block and District, M.P, M.L.A
2. Representatives of the Gram sabha
3. Working Group members
4. Special invitees, experts, eminent citizens
5. Representatives of political parties
6. Nine office-bearers of C.D.S
7. Representatives of organizations working at the Panchayat level
8. Officials
9. Representatives of financial institutions



IV.10 Agenda for Development Seminar

- ◆ Welcome
 - ◆ Presidential Address
 - ◆ Inaugural Address
 - ◆ Felicitations
 - ◆ Presentation 1
 - ◆ Presentation 2
 - ◆ Group Discussion
 - ◆ Compilation
 - ◆ Conclusion
- ⊗ The seminar to begin at 10 a.m
 - ⊗ The inaugural session to be completed in 45 minutes
 - ⊗ The two presentations to be completed in 40 minutes
 - ⊗ The group discussions to begin by 11.30 a.m



IV.11 General Presentations in the Development Seminar

- ❁ Two presentations required
 - ◆ Review of the last 10 years
 - ◆ Approach to the 11th Plan
- ❁ Presentations to be prepared in advance
- ❁ The presenter should also be decided in advance:
 - ◆ Representatives of the people
 - ◆ Those selected from among the Working Group members



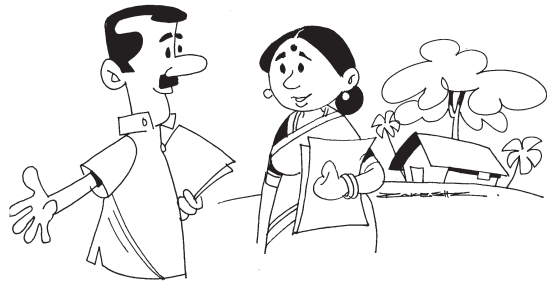
IV.12 Group Discussions

- ❁ Participants of the Development Seminar to be divided into Subject Groups, on the pattern of subject-wise working groups.
- ❁ The meeting of the representatives of financial institutions to be chaired by the Chairman of the Finance Standing Committee.
- ❁ Each subject group, after formation, can split into sub-groups after the general presentation.



IV.12.1 Members of the Subject Group

- ❁ Working Group of a particular subject
- ❁ Special invitees from a particular field
- ❁ Representatives of the Gram sabha
- ❁ Those interested in a particular sector
- ❁ Representatives of the people with responsibilities for a particular sector





IV.12.2 What should take place in a Group?

1. Group discussion chaired by the Chairperson of the Working Group
2. A general presentation [not exceeding 20 minutes]
 - ◆ Those included as per the Gram sabha suggestions, those not included, reasons thereof
 - ◆ Problems persisting in different fields [on the basis of the development plan]
 - ◆ Plan document
3. Discussion
 - ◆ Part –by-part discussion on draft plan document [given to everyone earlier]
 - ◆ Reasons for not considering certain suggestions of the Gram sabha
 - ◆ Approach to development and strategy for each sector
 - ◆ Priority to problems and solutions
 - ◆ Compatibility of problems and solutions
 - ◆ Suggestions for higher levels.
4. Suggestions emerging in the group discussions to be written on chart paper and exhibited
5. Compilation of suggestions that emerged and presentation of the same, at the end of the group discussion.



IV.13 General Session – Conclusion

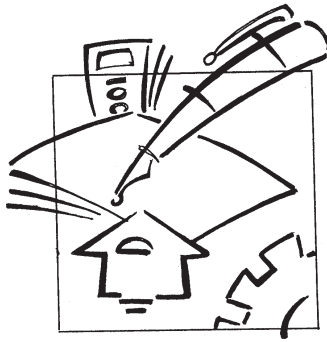
1. District – Block members to participate
2. Presentation by each group
3. Facilities to provide explanations where necessary
4. Conclusion





Important Considerations

1. Should be a one-day programme
2. Adequate preparations essential
3. Those with expertise should be specially invited
4. Discussions to be held with the M.P-M.L.A; they should be invited
5. The venue should be conveniently located to facilitate participation by everyone.
6. Draft-plan document should be printed, to be given to everyone
7. Adequate publicity to be given
8. An Organising Committee to be constituted.



V

PROJECT FORMULATION

PANCHAYAT LEVEL PLANNING : AN ACTION PROGRAMME



V. Project Formulation

1. Preparation of the estimate, table of materials – their cost, quality etc.
2. Subject-wise Working Group
3. Deciding who prepares each project
4. Discussion on each project, in groups
5. Preparing the material in writing
6. Presenting it again in the group
7. Giving final shape
8. Core Team meeting to prepare the general project.
9. Scrutiny by the Panchayat Committee
10. Ensuring that all records to be presented to the D.P.C are ready
11. Submission of the plan.

**Due date of
completion**



V.1 Working Group Meeting

- ❁ Discussion on the suggestions that came up in the Development Seminar, incorporating those that are accepted, making the necessary changes in the plan document, recording the reasons for dropping suggestions.
- ❁ Start writing the first year's project
- ❁ The Core Team to meet and decide to modify the development document. [Ideally this process should begin soon after the Gram sabha meets]
- ❁ Field visit, if felt necessary, for a better understanding to prepare the project.

Date



V.2 Panchayat Committee Meeting

1. Give final shape to the development document and entrust for printing
2. Examine the changes made in the plan document
3. Read and discuss the projects.



Date



V.3 Development Standing Committee

- ❖ The Development Standing Committee to meet, and ensure that all documents to be submitted before the D.P.C are in order. [Before the Panchayat Committee meeting]
- ❖ Arrangements for the submission.

Date





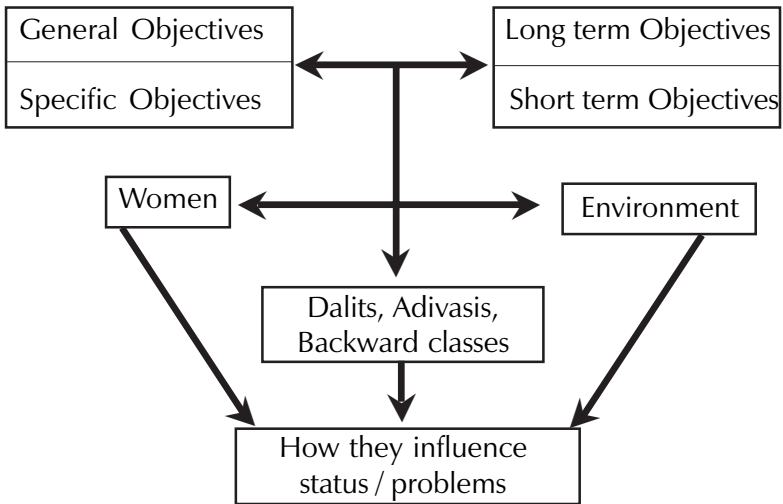
V.4 The Project

V.4.1 Foreword

- ❁ Including the general situation, on the basis of a comprehensive study.
- ❁ State the policy and perception
- ❁ Which problem in the development document is addressed
- ❁ Project area, beneficiaries, subject, etc.



V.4.2 Objectives





V.4.3 Beneficiaries /Areas

- ✿ Criteria essential
 - ◆ Criteria of eligibility
 - ◆ Criteria of priority
- ✿ Number of Beneficiaries /Benefiting Area
 - ◆ Direct
 - ◆ Indirect
- ✿ This should relate to the forward, the financial analysis and the objectives



V.4.4 Activities

- ◆ Listing out activities one by one [From Project formulation to monitoring]
- ◆ Activities should be based on the discussions in the Gram sabha, Stakeholders' Meeting and Development Seminar
- ◆ All activities, small and big, should be carried out in an orderly manner
- ◆ Indicate the links with other projects, sectors

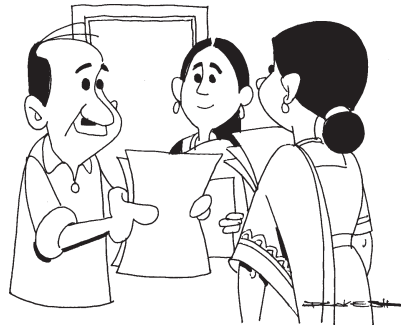
V.4.5 Calendar of activities

- ◆ To be time bound
- ◆ Appropriate
- ◆ Practical



V.4.6 Organisation

- ❁ Clear mention of the names of persons in each activity, the venue and manner of organizing
- ❁ Explain the role of women and backward classes
- ❁ Links with other projects
- ❁ Role of other arrangements
- ❁ Overall organizational structure
- ❁ Explain specific responsibilities





V.4.7 Financial Analysis

- ❁ The income and expenditure to be stated clearly
 - ◆ Sources of income to be shown.
- ❁ Must be in accordance with the activities
- ❁ Take into account the organizational aspects while reckoning the expenditure
- ❁ Profit and loss calculation should be accurate.
- ❁ If a loan is envisaged, the repayment and its conditions should be stated [on the basis of discussions with the financial institution]
- ❁ A cash-flow chart is essential for long term projects
- ❁ Manner of resource allocation to be indicated
- ❁ Voluntary services to be worked out properly



V.4.8 Benefits

- ❁ Explain on the basis of quality, number and quantity
- ❁ Common benefits and special benefits
- ❁ Long term and short term benefits
- ❁ Benefits derived by women, backward classes and the environment.





V.4.9 Monitoring

- ❁ The Working Group is the Monitoring Committee
- ❁ Facility for local monitoring to be created
 - ◆ Make its structure clear.
- ❁ Specify the stage and time for monitoring
- ❁ Specify the stages at which the Monitoring Committee and the assistance committee should sit together
- ❁ Ensure participation of women.



V.4.10 Project Preparation

- ❁ The Working Group [subject-wise] to meet and decide who should write each project
- ❁ Take up each project and discuss the nine components
- ❁ The person in charge of writing the project should make notes [of the above]
- ❁ After the meeting each one should write the project, present it in the committee again and finalise it.
- ❁ Estimates to be prepared before writing a project
- ❁ Particulars like prices of materials, quality norms etc. to be collected before hand.

Due date of completion





Important Considerations

1. The Project to be prepared by the respective Working Groups
2. All available information to be utilized
3. Should be based on the discussions held in the Gram sabha, Development Seminar and Stockholders' Meeting.
4. Must conform to the policies of the Panchayat.
5. Projects should be thoroughly prepared. Must indicate links with other projects.
6. Benefits to women and the environment should be considered in every component of the project
7. The estimate must be accurate
8. The practical needs of women should be addressed in the general project and tactical requirements in the Women's Component Plan
9. Participation of women to be ensured in all activities and committees
10. Ensure representation of Dalits and Adivasis.
11. Importance to be given to local representation in projects
12. Projects should have long-term vision
13. Any person should be able to read the project, comprehend and take action.

This report has been prepared with inputs from :

Gram Panchayat Presidents

Mini Kunjumon	-	Neendur
K.S.Sasidharan	-	Ettumanoor
K.K Shajimon	-	Aymanam
R.Preetha	-	Karakulam
K.Gopaldaswamy	-	Eruthenpathy
Selva Kumaraswamy	-	Vadakarapathy
V.S Omana Teacher	-	Chungathara
K.S Ajith Kumar	-	Mangalapuram

Gram Panchayat Vice-Presidents

R.Ravindran	-	Perumbalam
Joseph Abraham	-	Kokkayar
Anima John Leo	-	Elappara
Babu. K. Abraham	-	Aymanam
Renjitha Mary	-	Vadakarapathy
Paul Nellimala	-	Mullankolli
R.Gopinathan	-	Mangalapuram

Gram Panchayat Standing Committee Chairpersons

P.K Gopinathan	–Pallipuram	Chandrapalli	–Eruthenpathy
Rajan Kokkamattom	–Aarpukara	Sandhya Banerjee	–Neendur
Swamalatha Appukuttan	–Kokkayar	C.P Shaji	–Aarpukkara
K.K Thankappan	–Peruvanthanam	G.P.Rajimol	–Perumbalam
R.Swamidas	–Vandiperiyar	Kalavathy Rajan	–Vandiperiyar
R.Soman	–Karakulam	P.K Jenson	–Peermade
Haimavathy .P.V	–Kaniyampatta	Paul P.Joseph	–Peermade
Devi Ravindran	–Ajanoor	Thomas Mathew	–Elappara
P.V Sebastian	–Mullankolli	Abdul Gaffoor	–Kaniampatta
J.M Ahmedali	–Mangalapuram	Susan James	–Kaniampatta
S. Thankamani	–Vilappil	P.Krishnan	–Ajanoor
C.S Anil	–Vilappil	Bindu .D	–Vadakarapathy

Gram Panchayat Members

Antony Chacko	–Vandiperiyar	George Daniel	–Chungathara
M.K Shibu	–Chenden Pallipuram	Mercy Thankachan	–Kodanchery
		Ambika .V	–Mangalapuram
		Lalithambika .B	–Mangalapuram

Gram Panchayat Secretary

M.P Pramod – Mangalapuram

From Organisations

Ammukutty George – KIMS
S.Lalitha – KIMS
Philip Mathew – SEWA
T.J Peter – SEDS
K.S Anoop – CRM
Preethi Mathew – CRM
Lipson – GPK
T,K Omana – RASTA
Reji Viji – RASTA
Anish.K.V – RASTA
Pankajakshan – Santhigram
M.V Ramakrishnan – Santhigram
Appukkuttan C.V – Maithri

Somadas T.M – Maithri
Rakhna K.R – Maithri
Francis – Shreyas
Joy Nedumpally – Shreyas
K.A Thomas – Shreyas
A.T Reji – Shreyas
Sebastian Brito – Loyola

Resource persons

S.Jayasree
N.Jagjivan
P.Gopakumar
N.Vijayakumar
K.Subhashchandran
G.K Sadanarajan
R. Ajith Kumar
R. Sivarajan
N. Ramakanthan

Translation from Malayalam to English by Anuradha Krishnakumar

Notes

Panchayat Committee: The elected body of the Gram Panchayat.

Standing Committee: The Gram Panchayat Committee constitutes three standing committees- Finance, Development and Welfare- with members elected from among the Panchayat Committee members.

Steering Committee: President, Vice-President, the Chairpersons of the Standing Committees and Secretary are the members of this Committee.

Working Groups: Formed by the Gram Panchayat Committee to help them in preparing the Plan. They are subject-group based and have elected representatives, concerned officials, local experts and volunteers.

Kudumbashree Units: BPL women self-help groups.

ADS: The Kudumbashree Units in a ward form the Area Development Society (ADS)

CDS: The ADS are federated at the Gram Panchayat level into Community Development Society (CDS).

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