

Panchayat Service Delivery and Infrastructure Standard in India

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1. Introduction

The decentralisation of governance structures at the grass root has got momentum in India through statutory provisions by the Union government and similar importance was given by all the state governments. The 73rd Amendment Bill was passed by the Lok Sabha and the Rajya Sabha with near unanimity on the 22nd and 23rd December, 1992 respectively. This Bill was ratified by 17 State Assemblies in 1993 and came into force as ‘Constitution 73rd Amendment Act’ from 24th April, 1993. The Act provides constitutional status to the Panchayats and gives it uniformity by making the three-tier system a permanent feature. Panchayat Raj was included in Article 243 of the Indian Constitution after the 73rd Amendment. Under the Act, the panchayats were constitutionally agreed as institutions of local governance and recognised as responsible institutions for act on fulfilling the services need for the local communities. The Gram Panchayats are given more importance and guided to plan, execute, implement and monitor the projects on its own and also implement the central and state sponsored development schemes. The state governments were encouraged to enable and strengthen the panchayats by allocating needed powers, functions and functionaries. Twenty nine functional domains were earmarked to plan and implement activities with the aim of achieving overall development of the local regions.

It has long been felt that the traditional government structure and systems are no longer adequate to meet the demand of rising citizen aspirations. It is not enough that a process of devolution of funds and decentralization of political power and economic activities has been started. It is at best, a necessary condition but not a sufficient condition for local self-governing units to successfully discharge the responsibilities assigned to them by the states. Similarly it is not sufficient that the state governments have endowed the PRIs with some functions and responsibilities to enable them to function as the “institutions of self-government”. The PRIs are experiencing greater difficulties and challenges in fulfilling the constitutional mandates which can be understood in the following sections. In this background, it is crucial to discuss on the efficiency in functioning of the Gram Panchayat in specific need to be explored for arriving appropriate policy decisions based on the inputs given by the various stakeholders from all over the country. Therefore, this paper brings exhaustive list of issues related to the functioning and delivery of various devolved functions to the PRIs. The following sections present the details of services and activities dealt by the PRIs.

2. Current Approach for Self-Sufficient Infrastructure through PRIs in India.

Infrastructure plays crucial role in growth and development of the rural economy at grass root. It is essential that, the faster economic growth for alleviation of poverty through promotion of livelihood. Adequate infrastructure marks on the significance of the villages in order to achieve sustainable development and become self-reliance and integrate with national economy.

India’s present approach of local development focuses on Localization of Sustainable Development Goals (LSDG) by integration of 17 SDGs in to 9 themes. There is one specific theme deals with the infrastructure development focusing basic service delivery. The theme namely “Gram Panchayat with Self-sufficient Infrastructure” is to provide catalytic support and create an enabling environment at GP level for better service delivery and pro-poor

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development planning. The following public services are identified under this theme which will ensure availability of services like Gram Panchayat office, drinking water facility, sanitation, streetlights, school building, anganwadi centre, health sub centre, livestock aid centre, common service centre, roads, library-cum-information centre, local markets & storage godowns, supportive infrastructure for economic activities and shelter home, etc.

The GP which has selected this theme suppose to focus on maintenance of Self-Sufficient Infrastructure addressing the SDGs 1,2,4,5, 6, 9 and 11 linking relevant 29 subjects entrusted to the PRIs. It shows panchayats have key role and potential, contributing to all aspects of social, economic development and protection of environment. The gram panchayat need to liaise with respective agencies for ensuring adequate drinking water supply with prescribed norms of Govt. of India and maintain water supply and sanitation. GP should recognize the importance of quality Early Childhood Education (ECE) and Ensure adequate, functional clean toilet facilities in schools and Anganwadis. Prepare plans for the Self-sufficient Infrastructure during and after potential disasters like heat strokes, floods, earthquake, hailstorm, land slide. Review and monitor progress of LSDG parameters such as health, nutrition, education, hygiene, environment, livelihood, gender equality, inclusive society etc.

3. Types of Services performed by the Gram Panchayat

The services of GP can be broadly classified in three categories namely mandatory and Non-mandatory services, Agency Functions.

3.1. The *Mandatory services* includes i. issue of various certificates like registration of birth and death; marriage certificate, building permission and license or permits for different purposes. ii. Civic functions are disposal of solid and liquid waste, maintenance of public markets, prevention of communicable diseases, regulating slaughter houses and protecting drinking water sources. iii. Provision of basic infrastructure includes provision of streetlights, upkeep of burial ground, bath and washing ghats, ferry services in rivers and backwaters, protecting canals, water ways ponds and other water sources, etc. as applicable. iv. Citizen Charter, the basic objective is to empower the citizen in relation to public service delivery adhering six principles of Citizens Charter are, provision of services with Quality and timely, Choice Standards, Value, Accountability and Transparency.

3.2 The *Non-mandated services* are facilitating social safety-net schemes given by the central and state governments. Similarly, the GP need to perform activities like organizing melas, sports, festivals and many other suitable activities. Construction and maintenance of Panchayat Infrastructure such as Panchayat Bhawans, Connectivity through IT for efficient service delivery

3.3 *Agency Functions*, The panchayats implement various schemes like MRNEGA, SBM, PMAY-G, PMGSY and many state sponsored schemes on-be-half of state and central government and implements certain projects in convergence with line-departments and collaboration with Local Institutions and CBOs.

4. Review of Literature : In many countries in the Asia Pacific region, the provision of reliable and effective infrastructure remains major challenge. Infrastructure assets such as rural roads, tracks, bridges, irrigation schemes, water supplies, schools, health centres and markets are needed in rural areas for the local population to fulfil their basic needs and live social and economic productive life. The strategies and methods for the effective and sustainable provision of infrastructure in rural areas using local resource-based approaches have now been adopted by a large number of governments and international development agencies. This is a clear recognition of the effectiveness of such approaches to livelihood improvements in rural areas. There is growing trend in the region to decentralize responsibility for the provision and

maintenance of infrastructure. Whilst the degree and form of decentralization vary, the rational is usually to enhance participation, improve the sense of ownership and generally improve efficiency in planning and implementation.

In the African region, South Africa's complex decentralization design is claimed to overburden local governments. It has become one of the main factors in the failure to improve essential local services (Koelble and Siddle 2014). The Zimbabwean experience also shows lack of expertise in planning and management, accompanied by political problems, hindered decentralization (Conyers 2003). Similar story comes from Tanzania, where poor capabilities among local government staff to create comprehensive development plan has hindered the effectiveness of decentralization (Frumence et al. 2013). Developing countries that have implemented decentralization in other regions, such as Eastern Europe, Asia, and Latin America, also face problems of low capacity in their local governments (Alexandru and Guziejewska 2020). Hence, it can be concluded, the issue of poor government capacity is a significant factor hampering the implementation of decentralization. On the other hand, some other studies find the opposite and suggest the urgency to account for local government's capacity in an effort to improve its performance (Vidyattama et al. 2022).

Quality service delivery needs decentralization. However, decentralization, in itself, does not lead to quality service provision. Available evidence indicates a failure of decentralised local governments in public service provision in developing countries (Lewis & Smoke, 2015). Decentralisation and improved service delivery quality link has been hampered by several factors (World bank). These factors are keeping proper accounting procedures and capacity to manage public finances are lacking in most sub-national governments, thus negatively affecting service delivery levels. Partial decentralisation and political factors result in misalignment of responsibilities. A typical example of such can be seen from Ghana, for example, where sub-national governments are responsible for education; the central government pays salaries of teachers. Local elites capture has resulted in low public participation in local governance. Assessing the quality of service provision for local governments in Ghana, (Fox et al. 2011) attributes poor service provision to staff capacity and poor accountability mechanisms as result of weak institutional structure among the local institutions in charge of local service provision, as the source of poor service.

In an attempt to measure if decentralization favours the poor, Jutting et al. develop a comprehensive model to determine quality service provision. To them, the model determines quality service delivery which meets the needs of the poor at the local. Their model considers political factors, administrative factors and fiscal factors. By political factors, they mean factors like political commitment, policy coherence, transparency and commitment to participation. Administrative factors consider central versus local powers, capacity building, and fighting elite capture and corruption. Finally, fiscal powers consider the stability and type of resources. It proves that, mere provision of decentralized service provision does not guarantee the provision of quality service at the local level. Decentralized service provision is as good as making service available and accessible to local people. However, improving access does not mean that the service provided will be quality until the factors outlined here are met.

Mark Sandford (2016) in his study on 'Local Government: Alternative Model of Service Delivery' used development of dynamic resource of theory to map the process of interdependence between government and human service nonprofits and hypothesize key mechanisms governing this relationship. The first step in developing this theory is accomplished by combining assumptions of system dynamics with resource dependence theory. The study comprised five divisions such as i) dynamic theory to understand and guide the government - non-profit relationship, especially paying attention to resource dependence theory, ii) basic assumptions of system dynamics useful to examine the government - non-

profit human service delivery, iii) show how dynamic resource theory can resolve four of the limitations pointed out by critics of resource dependence theory, iv) provides an illustration of dynamic resource theory, focusing on the levels of service quality resulting from the government-non-profit relationship, and v) points out the policy and research implications of a dynamic resource theory and conclude with recommendations for testing and refining dynamic resource theory. In brief, this theory states that the government and nonprofits both are mutually dependent in delivering human services.

5. Issues and Problems in Service Delivery by the Panchayats

Service delivery at the Gram Panchayat level often faces various challenges that can impede the effective provision of essential services to the community. Improving the delivery of mandatory services by Gram Panchayats involves multifaceted approach that includes governance, technology, community engagement, and efficient resource management.

Inadequate infrastructure at Gram Panchayat level is impeding the provision of essential services, such as drinking water, sanitation and road. This can lead to decrease in the accessibility and quality of basic amenities. Gram Panchayats face budgetary constraints, limiting their ability to fund and maintain services adequately. This will impact in incomplete or substandard implementation of projects; inability to address emerging needs. Insufficient technical expertises among Panchayat staff are affect the planning, implementation, and maintenance of projects which will lead to delay, cost overruns, and suboptimal performance of projects. Weak governance structures and corruption can lead to mismanagement of resources and favouritism in service delivery. This can have a detrimental effect on the unequal distribution of benefits and the loss of trust among the public towards PRIs.

Absence of effective IT system will lead to inability to maintain accountability, transparency and responsiveness in provision of services; difficulties in monitoring and assessing services and reduced community participation. Prevalence of social and cultural barriers have detrimental effect on equitable provision of services, especially to marginalized groups. Lack of community involvement in the decision-making process and service monitoring will effect on the quality of service delivery, resulting in a lack of ownership, accountability and feedback. Lack of capacity for Panchayat elected representatives and officials will lead to ignorance and dependency will further lead to decrease in the efficiency and effectiveness of service delivery. Lack of monitoring and evaluation mechanisms result in lack of accountability and inability to identify and rectify issues promptly. Gram Panchayat face with a range of environmental challenges, including water shortages, contamination and natural disasters, which affect the provision of services. Further, it will effect on the community, resulting in reduced service delivery, higher maintenance expenses, and increased vulnerability.

6. Alternate Thoughts for strengthening Panchayat Service Delivery

Addressing of above issues requires holistic approach, involving capacity building, community engagement, improved governance, and strategic resource allocation. Regular monitoring and feedback mechanisms should be established to ensure continuous improvement and responsiveness to the evolving needs of the community. Additionally, leveraging technology and promoting transparency can contribute significantly to overcoming these challenges in Gram Panchayat service delivery. A few measures are discussed hereunder for improving the situation of improved service delivery at the bottom level of governance.

6.1. Public Private Partnership (PPP) model for better service delivery : Gram Panchayats, especially in rural areas lack the administrative and technical capacity to effectively manage and monitor projects. PPPs can be effective when services require specialized skills, technology or expertise. If a service is complex and requires innovation, the private sector may bring in efficiency and expertise. There are conflicts of interest between the profit motives of private entities and the public welfare objectives of Gram Panchayats. It's essential to strike balance between the public and private interests to ensure the success and sustainability.

Wherever panchayats have less or doesn't have enough man power, PPP approach can be adopted in implementation of the development schemes and project activities. The approach needs to explore the professional commercial model where both the parities will get interest and sustainability. The SHGs may be roped in the PPP approach for monitoring of Panchayat development works like CBOs VOs/Youth clubs etc.

6.2. Strategies to Adhere Citizen Charter: A well-implemented Citizen Charter contribute to build trust between the Gram Panchayat and the community. The following efforts will boost the service delivery listed under the citizen charter.

- i. **Comprehensive Service List:** It is essential to clearly list the services provided by the Gram Panchayat, including those related to infrastructure, health, education, sanitation, and other civic functions and should be easily accessible to the public.
- ii. **Define Service Quality Standards:** Specify clear and measurable standards for each service, such as response times, quality of service and any associated costs. It helps to set expectations for both the Gram Panchayat and the community. The scope of services notified under the RTPS Act and the methods of implementation vary significantly from state to state. Time and cost quality standards are not specified in the majority of states. These quality standards are required by the Citizens Charters.
- iii. **Accessibility and Language Clarity:** Ensure that the Citizen Charter is easily accessible to all people and publish in the Gram Panchayats website, notice boards and other public spaces. If necessary provide printed copies for those do not have internet access. Draft the Citizen Charter in a language that is easily understood by local people.
- iv. **Citizen Charter Committee:** Establish a Citizen Charter Committee with representatives from the community, Gram Panchayat officials, and local leaders. This committee can oversee the implementation of the charter and address any challenges.
- v. **Recognition and Rewards:** The state or centre government may recognize and reward Gram Panchayats that consistently adhere to the commitments outlined in the Citizen Charter. This can serve as motivation for continuous improvement.
- vi. **Documentation and Accountability:** Keep detailed records of service delivery, including timelines, outcomes and any issues encountered. Establish accountability mechanisms to address lapses and ensure continuous improvement.
- vii. **Grievance Redressal Mechanism at GP Level -** In addition to preparing and publishing its Citizen's Charter, each GP should also establish and publicly disclose a grievance redress policy. A Grievance Forum/Committee at GP level composed of elected representatives with the GP Secretary as convener, a Grievance Appellant Authority at the block level and deadlines for grievances to be resolved. Include mechanisms for feedback and complaints in the Citizen Charter.
- viii. **Common Service Centres (CSCs) -** It is recommended that guidelines be established for the placement of CSC in close proximity to the GP. Additionally, it is suggested that notified CSCs functionaries should open their service centres on a regular basis to reduce the inconvenience for the citizens.

6.3 Strengthening GP in Creating and Maintenance of Rural Infrastructure

Creation of Infrastructures should be ensured by making provisions in GPDP and maintenance with the support of users. Establishing infrastructure with alternate source of energy and sustainable non-conventional models like solar lighting, generating electricity from waste etc will reduce the burden of electricity expenditures. Providing village markets and rural Hats will boost local livelihoods poor. Common facility centers can be established as livelihood support infrastructures. The GP has to develop comprehensive strategic plan for Gram Panchayat Development. This plan should outline specific goals, timelines, and budget allocations for infrastructure projects related to health and sanitation including construction of health centres, toilets, and waste management systems. Conduct health awareness campaigns

to promote preventive healthcare practices. Develop and maintain sustainable drinking water sources. Implement water supply projects, promote water conservation, and ensure the quality of drinking water through regular testing. Need to improve rural connectivity through construction of roads and bridges. Enhance transportation infrastructure to facilitate the movement of goods and people, improving access to markets and services. Implement livelihood support programs such as skill development, agriculture extension services, and micro-enterprise development. These initiatives contribute to economic empowerment and poverty reduction.

6.4 Strengthening of GP in provision of non-mandated development services

The GP can identify and create volunteer teams and institutions to join with managing such events and public functions to regulate peace in the GP by consideration of public safety. Prioritize non-mandated services based on their potential impact on community development. Focus on initiatives that address critical needs, contribute to economic growth or enhance overall well-being. The GP need to educate the community on the regulatory process for non-mandated services. Provide information on the criteria for approval, potential benefits and the expected responsibilities of both the Gram Panchayat and the community. Encourage innovative and entrepreneurial approaches to community development. Foster partnerships with local businesses, NGOs, and individuals who may bring creative solutions to address non-mandated service needs.

6.5. Effective implementation of agency functions- Development Schemes

The each and every scheme implemented by the GP need to build responsible groups from Gram Sabha and the selection of beneficiaries need to be transparent through online process. Gram Panchayats should take advantage of digital platforms and technology to effectively manage, monitor and report data. Financial management systems should be strengthened to ensure that funds are used in transparent and accountable manner. Implementation of CSS /SSS should be monitored and evaluated regularly, with a focus on assessing the impact of the project on the beneficiaries and the community. It is important to plan for the long-term sustainability of projects by incorporating them into local governance structures, and to explore potential community-led initiatives that can be continued after the CSS is finished.

6.6. Strengthening of institutional Collaboration and Convergence with line departments

: The Panchayat need to explore all possible ways to collaborate with local institutions like educational institutions, technical institutions, financial institutions and capacity building institutions. The local institutions are having enormous support in sensitization of people and extending no cost activities in the panchayat. Each institution can adopt on particular theme and equip both elected representatives and people which will build better opportunities in strengthening rural livelihoods. It is essential to ensure that, Gram Panchayats and line departments have coordination in the development process. This coordination mechanism should be composed of representatives from both sides with clear roles and responsibilities.

6.7. Strengthening Administrative Infrastructure of GPs :

The GP's functioning relies on availability of better administrative infrastructure like Panchayat Bhavan and required machineries. The state government need to identify the GPs which are not having official infrastructure can be supported by allocating land for construction, RGSA, CSR and OSR funds can be used for construction. Proper net connectivity and electricity need to be planned through viable means with alternatives.

In order to optimize administrative processes and reduce physical space requirements, it is recommended to integrate technology into offices. This can be achieved through the use of digital records and mobile administrative services, which would enable officials to work remotely or travel to different locations within the gram panchayat. The majority of services provided by the GPs or services facilitated by GPs should be remunerated at a reasonable rate. The remuneration should be sufficient to cover the cost of the service. Automation of services,

particularly those related to the issuance of certificates, should be provided at the GP level in order to provide services more quickly and cost-effectively.

7. Suggestions for better service delivery of the Gram Panchayat

i. Motivation and Leadership : Many research reports and evidences of success stories of the gram panchayats in the country proved that motivated leadership made commendable achievements in the field of rural development. The decentralization process also had created ample avenues for the success of the committed leaders. Therefore, motivation and leadership are inevitable elements for the successful implementation for overall development. Especially motivating the Elected Representatives is an important prerequisite for development process at the grass roots. Qualities of good leader and what role the Panchayat has to play in improving the welfare of the local people has to be imparted and facilitate them to play their role as people's representative. Without this prerequisite, the GP leaders are acting as agents of implementing central and State government schemes. Therefore, it's essential to imbibe the leadership qualities and need to provide exposure with already successful leaders and make them committed for the purpose for which they were elected.

ii. Attitude towards Development: The Panchayati Raj institutions at the grassroots and people residing within the Panchayat are not having better nexus and do not come together for common purpose. People do not believe, Panchayat is responsible for their development. Panchayat governance also does not realize its role in creating change among the rural lives. Therefore, sensitization and realization of the role and united effort required for development. The People should feel that the GP is the change agent of the rural livelihoods.

iii. Need of Real Devolution of Powers and functions: As per the constitutional amendment, the states have to devolve 29 functions to the PRIs, but in reality only delivery of basic services are assigned to the GP. In Kerala most of the functions were devolved and officials dealing with assigned functions are attached with the GP. But, in other states even though state panchayat Act make provisions for devolution, lack of political will and non-availability of efficient manpower at GP level, devolution still mere in the paper. The states have to come with appropriate initiative to strengthen the PRIs by directing the line departments to work with the gram panchayats on important areas like, agriculture, animal husbandry, health, education, employment and rural industries for effective delivery of functions by identifying real beneficiaries through Gram sabha for the overall development of the Panchayat.

iv. Vision for Comprehensive Development: Lack of capacity, efficiency and experience, the GPs could not able to visualise futuristic comprehensive development. The respective state mechanism instructed only to list the wants, especially related to basic services like drinking water, roads, street lights, construction and maintaining of sanitary structures. Beyond these, no roles have been given to the GPs. There is a need for change of approach in preparation and implementation visionistic planning incorporating all the sectors, sections and services influencing rural livelihoods and regional development. Lack of visioning, at present the GPDPs are mere a wish list prepared predominantly enlisting works related to construction of approach roads and internal CC roads and other structures. The people were not involved with real interest, the elected representatives also not given opportunities to think on holistic approach for development. Adequate reorientation and vigorous ground study are required for preparation of comprehensive village development.

v. Adequate Capacity Building: In majority of states the elected representatives as well as available mechanism do not have adequate basic skills or capacities required either for administering Panchayat governance or planning. It is important to mention that, Educational qualification of the elected representatives of GPs are not sounds much to manage the development process at GPs. Lack of adequate capacity for understanding complex issues of sustainable development also hindering the level of participation and contribution in

preparation of better plans. The capacity development efforts are not effective in many of the study states except in the state of Kerala. In majority of the state's only one day orientation on financial matters and works dealing procedures were given to the elected members. Therefore, continuous capacity building and technical support are essential for preparation of better GPDP.

vi. Strengthening of Administrative Mechanism: Adequacy and functional efficiency of the administrative mechanism available at present in the Gram Panchayat hardly match with the devolved subjects domain and volume of works supposed to be carried. It is highly appreciable, in Kerala, there is a separate unit of administration functioning exclusively for GPs along with the Kudumbashree mechanism assisting in planning and implementation of the development programmes. Moreover, regular attendance of elected members with sufficient secretarial assistants marvels in the functional delivery. But in many states, only one person called 'Panchayat Secretary' is responsible to look after the umpteen numbers of schemes and along with the routine administrative works and citizen oriented services. In many cases, one person has to take charge of more than one Panchayat. For excelling of Panchayat services, it is essential to depute able Professionals like 'Panchayat Development Officer' to each Panchayat with adequate secretarial assistance for enhancing the delivery of the people services and implementation of development programmes. Otherwise, the Gram panchayats have to be given liberty to engage professionals on need based to attend the people services.

vii. Need of active People Participation: The integral purpose of the democratic decentralization and devolution are giving powers to the people and involve the people in every decision making of the Panchayats. Lack of interest among people and lack of confidence towards the Panchayats leads to defunct of the spirit of Panchayati Raj system. One side the elected representatives are not interested to take people onboard because of fear of disclosure of secrecy of financial irregularities done by them. People also not interested on verifying the roles of Panchayat and accountability. This reluctant approach leads towards all kind of administrative redtapism and other irregularities. Ineffective mechanism of social mobilization and lack of role clarity to be delivered by people resulted in less people participation. Even the GS attendees are also not aware the purpose for which they were called. Among the attendees, majority were silent on discussion and decisions. Moreover, Poor people are not ready to lose their one day wage in attending gram sabha meetings.

Therefore, the need for effective dissemination of the IEC activities on importance of people participation, continuous sensitization on people's rights to demand the Panchayat and involving in planning process. Poor people wage compensation can be met from the MGNREGA by dedicating a day labour for participation in GS meetings. Further, incentivisation through various methods will improve the status GS attendance. Local School children and college students have to be invited to join with the Gram Panchayat for effective use of IEC campaign and also as a medium of influence to the parents for participation.

viii. Technical Support and financial Constraint: The gram panchayats are not having required technical required efficiency or adequate support for planning development works within the Panchayat. Majority panchayats also face the financial crunch leading to problems in planning due to lack of adequate untied funds. The members of various standing committees also handicapped due to lack of skills for planning and monitoring.

Therefore, making arrangements for involving skilled and technical manpower either directly or tie up with technical department will ease the process and enable to deliver better services. The alternatives can be searched by incorporating existing technical institutions like, local colleges, universities and other public & private institutions in assisting plan preparation will enhance the quality of plans.

ix. Need for Coordination from line Departments : The Panchayat Raj Act of the respective states is envisaging the sectoral departments to coordinate with the gram panchayats. Further,

the sectoral functionaries have to take the consent of the Gram Panchayats in implementation of sectoral schemes. But in both wings are working silos not coordinating with each other. The state government encourages for coordination but departmental heads and other officials do not like to come in to the fold of the Panchayat. In this regard, the state governments have to make adequate direction and ensure the actions towards coordinated functioning with gram panchayats. It will enhance the functional jurisdiction roll, ensure accountability and financial rationality. It will also enable to extend better services to the needy with the knowledge of the GPs.

x. Data gap and absence of Technical skill: Data pertaining to different sectors are not available in almost all sample panchayats from study states. It is really unbelievable, even basic demographic and schemes related documents are not available with the GPs in the states like, Bihar, Sikkim, Maharashtra. Even in Kerala and Punjab only basic particulars, state and central schemes related details are maintained by the GPs. It was very difficult to collect even financial positions of the GPs. At present Mission Antyodaya and Panchayat Development Index (PDI) need to be exposed to the GPs for planning further development.

8. Conclusion

In India discussions and action on development are placing more emphasis on good governance and democratic institutions. Good democratic governance, fully accountable to people and providing opportunities for all to participate effectively in all debates and decisions that affect their lives alone can respond effectively to the needs of poor people for better living. To strengthen the status of panchayat functioning requires motivation and Leadership, attitudes towards development and continuous Capacity building for elected representatives. Suitable administrative mechanism with Technical inefficiency in collection, digitalisation and management of data are also important for better service delivery. Comprehensive development and visionistic approach for planning needs extensive orientation and expertise support. Inactive working groups need to be vibrated through verities of trainings. Finally, institutional partnership and Inclusion of subject specialists, planning experts and department representatives in the planning core group will bring change in the quality service delivery and all round development of the rural areas in India.

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