CHAPTER – VI :

SUMMARY, CONCLUSIONS AND SUGGESTIONS

This chapter contains summary of the thesis along with conclusions based on analysis of the study and suggestions based on the conclusions and findings.

6.2 Summary :

Chapter-I is introductory chapter and contains the set up and historical background of Panchayat Raj in India. It also provides genesis growth of the Panchayat Raj System adopted by Government of India.

Chapter-II deals with the research methodology which provides for the scientific approach giving in details, the objectives of study, hypothesis, sample design, data collection, data analysis and interpretation.

Chapter-III provides nature of local self government prevailing in India and different areas of Maharashtra. It provides Government Policies as well as duties and responsibilities of local self government i.e. Zilla Parishad. This chapter also provides the sources of local finance.
Chapter-IV is divided in two parts 'A' and 'B'. The Part A contains the revenue aspects of Zilla Parishad where various sources of revenue and the power and authority of Zilla Parishad to generate revenue and receive grant-in-aid as well as donations. The Part B contains the expenditure side which provides for various heads of expenditure which mainly includes, education, public works, health, agriculture, social welfare and allied activities.

Chapter-V deals with the analysis of Secondary and Primary data. The analysis of secondary data covers the study period and various heads of expenditure as per the policy of the Zilla Parishad. The analysis of primary data provides the information gathered from the beneficiaries i.e. public at large, with respect to the services enjoyed by society. The primary data also provides for the feedback from the respondents and also provides suggestions given by them.

6.3 Conclusions Based on Secondary Data:

1. Under the period of review from 1994-95 to 2003-04, it has been observed that spending on account of Chief Executive Officer is rising proportionately every year. It is found that in the year 1999-2000 the expenses has been reduced by Rs. 52387. or reduced by 15.26%. In the year 2001-02 the expenses has also been reduced by Rs. 215624 or by 66.94%. In year 1996-1997 there were three CEO working for alternate period, the average expenses spending on CEO was Rs. 260609. In the year
1998-99, two CEO were working and average expenses spending on them was Rs. 343185.

Range of the expenses spending on CEOs for the period of 1994-95 to 2003-04, that is for 10 years are Rs. 273641.

2. Under the period of review from 1994-95 to 2003-04, it has been observed that spending on account of Deputy Executive Officer (Public) is rising or reduced gradually. It is found that in the year 1995-96 the expenses has been reduced by Rs. 96785 or reduced by 37.02%. From the year 2000-2001 to 2002-2003 the expenses has been reduced gradually. An average expense for this period was Rs. 161175. For the year 1995-96 two Deputy Executive Officer were working and the expenses spending on them was Rs. 164640. For the year 2001-02 two Deputy Executive Officers were working and the expenses spending on them was Rs. 157625.

Range of the expenses spending on Deputy Executive Officer (Panchayat) for the period of 1994-95 to 2003-04, that is for 10 years are Rs. 298495

3. Under the period of review from 1994-95 to 2003-04, it has been observed that spending on account of Deputy Executive Officer(Panchayat) is rising gradually every year. It is found that in the year of 1995-96 it has been reduced by Rs. 76015 or reduced by 23.19%. For the year 1996-97 it has also been reduced by Rs. 50301 or reduced by
19.97%. After 1996-97 it has been rising proportionately. In the year 1995-96 two Deputy Executive Officers were working and average expenses spending on them was Rs. 251814. In the year 1997-98 and 2000-2001 two Deputy Executive Officers were working and average expenses spending on them were Rs. 229347 and Rs. 296605 respectively.

Range of the expenses spending on Deputy Executive Officers for the period of **1994-95 to 2003-04**, that is for 10 years are **Rs. 327071**.

4. **Under the period of review from 1994-95 to 2003-04**, it has been observed that spending on account of Chief Accounts and Finance Officer is **rising proportionately every year**. It is found that in the year **1995-96** two Chief Accounts and Finance Officers were working the average expenses has been rising by Rs. 188148, in the year **1998-99** two Chief Accounts and Finance Officers were working the average expenses spending on them was Rs. 287658.

Range of the expenses spending on Chief Accounts and Finance Officers for the period of **1994-95 to 2003-04**, that is for 10 years are **Rs. 328656**.

5. **Under the period of review from 1994-95 to 2003-04**, it has been observed that spending on account of Educational Officer (Primary) is **rising proportionately every year**. It is found that in the year **1996-97 to 1997-98** the expenses has been reduced by Rs. 104368 and
Rs. 9154 respectively. And reduced by 34.90% and 4.7%. For 1997-98 two Education Officer were working and average expenses spending on them was Rs. 185461.

Range of the expenses spending on Education Officer for the period of 1994-95 to 2003-04, that is for 10 years are Rs. 288432.

6. Under the period of review from 1994-95 to 2003-04, it has been observed that spending on account of Education Officer (Secondary) is rising gradually every year. It is found that for the year 1996-97 it has been reduced by Rs. 36043 or reduced by 15.45%. In the year 1994-95, 1997-98, 2001-02 two Education Officers were working and average expenses spending on them were Rs. 229267, Rs. 248989, and Rs. 316059 respectively. For the year 1999-2000 three Education Officers were working and average expenses spending on them were Rs. 425310.

Range of the expenses spending on Education Officers for the period of 1994-95 to 2003-04, that is for 10 years are Rs. 278581.

7. Under the period of review from 1994-95 to 2003-04, it has been observed that spending on account of Executive Engineer is rising gradually every year. It is found that in the year 1997-98 the expenses has been reduced by Rs. 82100, or reduced by 6.52%, for the year 1998-99 and 2001-02 two Executive Engineers were working and
average expenses spending on them were **Rs. 327316** and **Rs. 235357** respectively. In the year **2000-01** three Executive Engineers were working and average expenses spending on them was **Rs. 287243**.

Range of the expenses spending on Executive Engineers for the period of **1994-95 to 2003-04**, that is for 10 years are **Rs. 161833**.

8. Under the period of review from **1994-95 to 2003-04**, it has been observed that spending on account of Executive Engineer (Building) is rising gradually every year. It is found that in the year **1996-97** the expenses has been reduced by **Rs. 216767** or reduced by **57.35%**. For the year **1994-95, 1995-96, 1996-97, 1997-98, 1998-99, 2000-01, 2001-02** two Executive Engineers were working and average expenses spending on them were

**Rs. 416533, Rs. 456416, Rs. 194649, Rs. 454815, Rs. 472709, Rs. 868864, Rs. 610220, Rs. 610220** respectively.

Range of the expenses spending on Executive Engineers for the period of **1994-95 to 2003-04**, that is for 10 years are **Rs. 346808**.

9. Under the period of review from **1994-95 to 2003-04**, it has been observed that spending on account of District Veterinarian Officer is rising gradually every year. It is found that in the year **1996-97** and **1997-98** the
expenses has been reduced by **Rs. 13273** and **Rs. 32122** respectively, or reduced by **6.28%** and **16.22%**.

Range of the expenses spending on District Veterinarian Officer for the period of **1994-95 to 2003-04**, that is for 10 years are **Rs. 257255**.

10. Under the period of review from **1994-95 to 2003-04**, it has been observed that spending on account of Agricultural Development Officer is rising gradually every year. It is found that in the year **1996-97** the expenses has been reduced by **Rs. 18437**, or reduced by **8.44%**

Range of the expenses spending on Agricultural Development Officers for the period of **1994-95 to 2003-04**, that is for 10 years are **Rs. 288441**.

11. Under the period of review from **1994-95 to 2003-04**, it has been observed that spending on account of District Health Officer is rising gradually every year. It is found that in the year **1997-98** and **1998-99** the expenses has been reduced by **Rs. 20323** and **Rs. 1540** respectively.

Range of the expenses spending on District Health Officers for the period of **1994-95 to 2003-04**, that is for 10 years are **Rs. 334295**.

12. Under the period of review from **1994-95 to 2003-04**, it has been observed that spending on account of Social Welfare Officer is rising proportionately every year. It is found that in the year **1997-98** the expenses has been
reduced by Rs. 107897. For the year of 1995-96, 1997-98, 2000-01, 2001-02 two Social Welfare Officers were working. In the year 1994-95 three Social Welfare Officers were working.

Range of the expenses spending on Social Welfare Officers for the period of 1994-95 to 2003-04, that is for 10 years are Rs. 245865.

13. Panchayat Samiti Bhor : Geometrical area of this panchayat samitis is 892 sq.m. In this panchayat samiti total villages are 191, out of which 156 are Gram Panchayat Area of Panchayat Samiti is rural, there is neither urban area nor a Nagar Parishad.

14. Panchayat Samiti Daund : Geometrical area of this panchayat samiti 1290 sq.m. As per 1991 population of this panchayat samiti was 230341. Total Gram Panchayats are 79.

15. Panchayat Samiti Haweli : Geometrical area of this Panchayat Samiti is 1337 sq.m. Total population of this Panchayat Samiti is 229642. There are 76 Gram Panchayats in this Panchayat Samiti.

16. Panchayat Samiti Indapur : Geometrical area of this Panchayat Samiti is 1467.07 sq.m. Total population is 275739 This includes 112 Gram Panchayats.

17. Panchayat Samiti Junnar : Geometrical area of this Panchayat Samiti is 136850 sq.m. In this Panchayat
Samiti total population is 302642. Total Gram Panchayats are 142.

18. **Panchayat Samiti Khed**: In this Panchayat Samiti total villages are 190 out of which 161 are Gram Panchayats. According to 1991 Population is 270333.

19. **Panchayat Samiti Maval**: Total 190 villages are covered in this Panchayat Samiti area. Geometrical area of this Panchayat Samiti is 1131 sq.m. Total population of this Panchayat Samiti is 241498. There are Talegaon and Lonawala are Nagar Parishads.

20. **Panchayat Samiti Mulshi**: Geometrical area of Panchayat Samiti is 103753 sq.m. In this Panchayat area total 141 villages are covered. This 141 villages are divided into 92 Gram Panchayats, and 34 are grouped Gram Panchayats. Total population of this Panchayat Samiti is 123326.

21. **Panchayat Samiti Purandar**: This Panchayat Samiti was established on 1/5/1962. There are 90 Gram Panchayats. Geometrical area of this Panchayat Samiti is 1281 sq.m.

22. **Panchayat Samiti Shirur**: Under this Panchayat Samiti there are 92 Gram Panchayats.

23. **Panchayat Samiti Welhe**: There are 124 villages. Total Gram Panchayats are 70.
24. **Panchayat Samiti Ambegaon**: There are 84 villages. Total Gram Panchayats are 67.

25. **Panchayat Samiti Baramati**: Total population of this Panchayat Samiti is 310439. There are 95 Gram Panchayats in this Panchayat Samiti.

26. In the financial year 1994-95, Z.P. has proposed a budget of Rs.1143198562 receipts and same amount payments (including the opening balance in receipts and closing balance in payments). As per revised budget which was prepared in the later part of the financial year indicating marginal rise in the budgetary figures. In the revised budget there is increase in both receipts and payments by 2.36%.

27. In the financial year 1995-96, Z.P. has proposed a budget of Rs.1158228369 receipts and same amount payments (including the opening balance in receipts and closing balance in payments). As per revised budget which was prepared in the later part of the financial year indicating marginal rise in the budgetary figures. In the revised budget there is increase in both receipts and payments by 1.65%.

28. In the financial year 1996-97, Z.P. has proposed a budget of Rs.1173258177 receipts and same amount payments (including the opening balance in receipts and closing balance in payments). As per revised budget which was prepared in the later part of the financial year indicating
marginal rise in the budgetary figures. In the revised budget there is increase in both receipts and payments by 0.5%.

29. In the financial year 1997-98, Z.P. has proposed a budget of Rs.1203317791 receipts and same amount payments (including the opening balance in receipts and closing balance in payments). As per revised budget which was prepared in the later part of the financial year indicating marginal rise in the budgetary figures. In the revised budget there is increase in both receipts and payments by 0.68%.

30. In the financial year 1998-99, Z.P. has proposed a budget of Rs.1871658108 receipts and same amount payments (including the opening balance in receipts and closing balance in payments). As per revised budget which was prepared in the later part of the financial year indicating marginal rise in the budgetary figures. In the revised budget there is increase in both receipts and payments by 0.46%.

31. In the financial year 1999-2000, Z.P. has proposed a budget of Rs.2764105000 receipts and same amount payments (including the opening balance in receipts and closing balance in payments). As per revised budget which was prepared in the later part of the financial year indicating marginal rise in the budgetary figures. In the revised budget there is increase in both receipts and payments by 0.47%.
32. In the financial year 2000-01, Z.P. has proposed a budget of Rs.2895087500 receipts and same amount payments (including the opening balance in receipts and closing balance in payments). As per revised budget which was prepared in the later part of the financial year indicating marginal rise in the budgetary figures. In the revised budget there is increase in both receipts and payments by 0.39%.

33. In the financial year 2001-02, Z.P. has proposed a budget of Rs.3689935214 receipts and same amount payments (including the opening balance in receipts and closing balance in payments). As per revised budget which was prepared in the later part of the financial year indicating marginal rise in the budgetary figures. In the revised budget there is increase in both receipts and payments by 0.86%.

34. In the financial year 2002-03, Z.P. has proposed a budget of Rs.3704728844 receipts and same amount payments (including the opening balance in receipts and closing balance in payments). As per revised budget which was prepared in the later part of the financial year indicating marginal rise in the budgetary figures. In the revised budget there is increase in both receipts and payments by 0.33%.

35. In the financial year 2003-04, Z.P. has proposed a budget of Rs.4320326275 receipts and same amount payments (including the opening balance in receipts and closing
balance in payments). As per revised budget which was prepared in the later part of the financial year indicating marginal rise in the budgetary figures. In the revised budget there is increase in both receipts and payments by 0.28%.

36. It is observed that financial system of Pune Zilla Parishad is improving in recent years. There may be the efficiency while preparing budgets or actual budgets are prepared on the proper parameters. Looking to the overall picture of the budgetary system even though at the end of the results of receipts and payments is matching but the variances which are existed due to lack of proper budgets or even improper revised budgets. There should be proper guidelines and standard to be opted so that ultimate budgets will be more productive, even the financial position of the Z.P. is improving over the previous period. Even the variances are favourable in many cases still it proves inefficiency because system has it launce which can not even predict the positive side of variance. Further the correlation between revised budget amount and budgeted amount has high degree positive correlation but it is less as compared to earlier on. Therefore, in case revised budget it is recommended that it should be on rational basis because in the entire period of analysis it is found that the variance of revised budget is always higher (both adverse as well as favourable) as compared to budget variance.

6.4 CONCLUSIONS BASED ON PRIMARY DATA:
1. Finance Department: 88% of the respondents are depositing cess with Z.P.

2. Public Works Department: Majority of the respondents were partly satisfied with the irrigation schemes.

3. Irrigation Department (Water Supply Schemes): Majority respondents were not-satisfied with water supply schemes.

4. Agriculture Department: The target achievement was maximum in cotton (85%) followed by truna dhanya (80%).

5. Animal Husbandry: Under this programme, Krutrim Retan has achieved 70% target while Gokul Gram could achieve only 20% target.

6. Education Department: The respondents opting for Free Education to Girls, Concession to Children of Freedom Fighters and Primary Teachers are showing 100% satisfied response. In case of other schemes, respondents were partly satisfied.

7. Health Department: The majority of respondents were satisfied with various medical / health schemes.

8. Social Welfare Department: The majority of respondents were satisfied with various social welfare schemes except inter-caste marriage.

6.5 **Conclusion on Hypothesis:**
Financial Budgets of Zilla Parishad are transparent enough and they are projected without window dressing.

Based on analysis of data the above hypothesis is accepted.

6.6 **SUGGESTIONS:**

On the basis of the findings and analysis some of the following suggestions would be useful for the effective management of the revenue and expenditure which would enhance the overall impact of the Zilla Parishads' performance.

1) **Necessity of New Act:**

Taken into consideration the continental size of our country, its variations, its population and the hopes and aspirations and expectations from people, the Government not only should divide the work into central and state level but also allow the district level to contribute in the development work. Therefore, after Indian Independence Local Self-Government Institutions were modified and restructured according to the recommendations of various committees. But the established 'Power Politics' handled the situations with tricks and tactics and never lost its firm grip on these Institutions. Although they were compelled to form the local Self-Government Institutions, they cunningly used them as their 'agencies' and never treated them as the real or independent Swaraj Sansthas. Also, Indian bureaucracy can create problems in
decentralizing the power because there is a growing tendency among the bureaucrats to work by pleasing their superiors. The disappearance of the core interest 'Socio-economic change' from the scene of power politics - may equally be responsible for creating obstacles in the process of decentralization. Therefore, by combining Bombay Village Panchayats Act, 1958; and the Maharashtra Zilla Parishads and Panchayat Samitis Act, 1961

an independent and separate 'Maharashtra Panchayat Raj Regulation Act' should be formed.

2) Implementation of new productive programmes:

It is essential not only to decentralize 'democracy' 'but also economic'. Along with the agricultural development some programmes related to rural services and rural small scale-industries should be implemented through Zilla Parishad. Every Zilla Parishad should prepare a long term development programmes including compulsory minimum schemes which could be treated as the core plan of the Zilla Parishad. The pattern of the development schemes and programmes need not be the same for all Zilla Parishads. It will depend on the potentialities as well as needs of the region.

The priorities should be given to those development programmes or schemes which will add to the revenues of the Zilla Parishad and also to those which will add to the
earnings of the rural population in general. Such as construction of well, small irrigation schemes, construction of roads, schools buildings should get priority over Mahila Mandals, Social Recreation Centres and Maternity Homes, in the Panchayat Plans.

3) Simple Working Process:

In the functions of Zilla Parishad, most of human energy and enthusiasm is being lost in the things like more rules and complicated working processes such things are creating simply riddle. So, far as possible, these rules and working processes must be simplified. And have to create and develop some new traditions and techniques in administration of Zilla Parishad.

4) Training to Local Leaders:

The local leaders are energetic and enthusiastic. They want to do something creative and useful for the people. However, they should be given a kind of disciplined training so that they could manage ‘economic transactions’ properly in the Administration of Zilla Parishads.

5) Augmenting the resources:

1) Self-raised sources:

a) The broad base of the tax structure should remain as it is. But the number of compulsory taxes should be increased so as
to add substantially to the income of Zilla Parishad. The
tax on animals and carts at a nominal rate can fetch a
good income of Zilla Parishad.

b) The tax on purchase of sugarcane by sugar factories
should be given statutory status. Since Maharashtra
emerged as the greatest producer of sugarcane and sugar.
This source will fetch immense revenue to the Zilla
Parishad.

c) The properties in villages should be reassessed after every
five years by the Zilla Parishad and tax rate should be
fixed by them on the basis of the value of these properties.

d) The taxes may be collected by village level worker but one
full time officer of the rank of class II should be appointed
at Panchayat Samiti level to supervise, guide and help
these village level workers.

e) A betterment levy should be imposed on individuals who
derive individual benefit from the development schemes of
Zilla Parishad or Government. Thus farmers who are
benefited from percolation tanks, irrigation works, seed
production programmes, and the like should be required
to pay the levy individually. The amount should accrue to
Zilla Parishad.

f) The present policy, regarding cess on land revenue source
of income or fund of Zilla Parishad, should be changed
with a view to increase the self-raised sources of income.
In this respect, the ceiling limit for cess should be
increased from 200 paise to 300 paise per rupee of the land revenue. The Bongirwar Committee had, in fact recommended the raising the limit to 250 to 300 paise.

II) Government Grants:

a) The revenue grant should be paid to the Zilla Parishads on 100 percent basis and the loss of Zilla Parishads should be made good by the state government. Out of the land revenue grant thus paid to the Gram Panchayat 25 percent, grant should be paid to Panchayat Smitis for working out its schemes at panchayat samitis level, for filling in gaps between the actual resources and absolute minimum resources of Zilla Parishads within its jurisdiction. This amount will have to utilized for village uplift and the development schemes too, if the funds permit.

b) The state government should create a special reserve fund for each Zilla Parishad in the nature of an imprest amount for the transferred schemes. If this fund is lodged with the treasury then ways and means position of the state will not be seriously affected. This fund could be recouped from the grants as and when they arrive.

c) Government should not discontinue incentive grants. Researchers feel that it should be resumed and patterned on the basis of the resource mobilization by the Zilla Parishad.
d) Government should give a small saving matching grant to the Zilla Parishad. The Zilla Parishad should encourage its hundreds of employees to invest in various schemes of national saving organization directly from their salaries under the 'pay roll saving scheme' and as an incentive to the Zilla Parishad. Government should give it a matching grant.

e) The present complicated accounting system in respect of government's grant should be simplified. Delays in sanctioning and release of grants results in 'March Expenditure Fever' and reduces the budgetary process at the Zilla Parishad level to mere ritual. Administrative practices must be made efficient to avoid such deals.

f) The State Government should decide the criteria of constructing new buildings and keeping them in up-to-date conditions. It also should take into account the ever-changing prices of the material used and go into details and finally increase in the 'purposive grants'.

g) Grants for road and their repairation should be increased from 40% to 50% its necessity.

h) It would be better to increase the 'Forest Revenue-Grants' of the districts in which majority of the land is covered by the forests. Of the total revenue, it should be increased from 7% to 15%.

i) The Zilla Parishads should have Rs.50/- per head for the development works. However, they should raise ¼ of the
total amount through the taxes, and the remaining 3⁄4 of it should be given as 'development grants' by the State Government. Such grants transferred to the Zilla Parishads should be termed as 'Development-Expenditure'. And the State Government deserves the right to see whether such grant is actually used for the proposed development or not.

III) Capital Receipts:

a) State Government should provide loan finance at the low rate of interest to Zilla Parishads for its capital expenditure on the condition that must be utilized for productive activity for the development of rural areas.

b) The Zilla Parishad should be allowed to run remunerative enterprises like printing press, petrol pump and other productive activities which they must run on commercial principle and generate surplus for capital expenditure. So therefore, state government should provide loan finance for such enterprises. These enterprises have a large scope in view of the developing rural areas of the district.

c) The capital that is raised through various ways or schemes in a particular Zilla Parishad should be invested in that area only. Efforts should be made to increase the investment for the underdeveloped districts. The Panchayat Raj Institutions should establish an organization 'Local Swaraj Financial Corporation'. In
order to meet the ever-growing need of ‘capital’ for the planned development-works in the districts.

6) Effective Planning and Controlling over expenditure :

I) Administrative Expenditure :

The Zilla Parishad should minimize the travelling allowances of non-officials and officials.

II) Expenditure on Education :

a) The Zilla Parishad needs to make still more concrete efforts for the spread of education, in view of the findings that there were still so many ‘wadis’ without schools. Also it needs to be very sincere over its own expenditure on education by the Panchayat Samitis under its jurisdiction, so that the proportion of wasteful expenditure will be reduced to the minimum.

b) Today’s pattern of ‘Education for all’ has its own deformities. It is organized and administered by some private Institutes, Local self-government Institutions, Education Departments and Social Welfare Department. In order to remove the disparity, as far as ‘Education for all’ is concerned, it would be better to keep the matter in the hands of the Panchayat Raj Institutions. In addition to it, the Panchayat Raj Institutions should be responsible for imparting the education for ‘all-round-development’ of all.
Whatever may be the amount from the Government for Education, it must be spent only on the 'Education for all' first. The informal activities are as essential as the formal education. So the informal educational programmes like 'eradication of illiteracy. Adult education, Lok-shikshan, i.e. social awareness, sports and cultural activities should be carried out. The Zilla Parishad should impart and control this formal and informal 'Education for all' in the district.

c) As 96 percent of the total amount on primary education is used as the 'Salary-amount' of the teachers, we can not get good facilities and teaching aids in our schools. Therefore,

25 percent of the total expenditure on primary education should be restricted to the 'School facilities' which may facilitate the 'Learning and Teaching process'.

III) Expenditure on Public Works:

The Zilla Parishad needs to expand its expenditure on road construction and road maintenance, build irrigation projects with a vital infrastructure of rural development. Also it needs to have strict control over its public works to avoid undue expenditure on them.

IV) Expenditure on Sanitation and Public Health:

The Zilla Parishad needs to strive hard to cover all the towns and villages in their district with well water supply
and pipe line water supply. Expenditure on medical and ayurved should be increased in view of the growing requirement of rural areas in the district. The average expenditure on public health needs to be increased in view of the situation obtaining in the rural area of the district.

V) Miscellaneous Expenditure:

a) The Zilla Parishad needs to be highly careful that agricultural schemes are implemented honestly, benefits of which must be allowed to poor and marginal farmers. The Zilla Parishad should arrange agricultural demonstration for giving knowledge to farmers about new agro technique, skill, equipment, water management improved seeds. Therefore, it is needed that the Zilla Parishad should provide big amount for the development of agriculture and animal husbandry.

b) The 'Irrigation-technique' has not yet been properly used and developed in the most irrigated areas. As an adverse effect of it there is emerging the most horrible problem of the 'Saline-Land'. The Zilla Parishad should use more amounts to solve agricultural problems of farmers and to enhance the agricultural development in their districts.

c) The Government should start processing of agricultural products on the co-operative basis in the Pune Zilla Parishad area.

VI) Capital Expenditure:
a) Capital expenditure is related to capital income of the Zilla Parishad. There is no possibility in future to increase on deposits and advances of Zilla Parishad due to attractive interest rate of banks and other financial institutions. So there is only one way to increase Capital Expenditure i.e. state government should provide loan finance on the large scale basis. With the financial help of state loan, Zilla Parishad will be in a better position to implement development projects in rural area e.g. Major irrigation projects.

b) The share of public in the major schemes implemented by Zilla Parishad, should be fixed at 10 percent of their total cost.

7) Setting up of new organs for better financial aid and financial control:

I) Panchayat Raj Finance Commission:

Panchayat Raj Finance Commission need to be established with the view of following purposes / objectives.

a) To study the financial sources of Zilla Parishad, its Panchayat Samitis and Gram Panchayats.

b) To find out the correlations between functions and finances of the Zilla Parishad.

c) To find out the new ways and means of self-raised sources to the Zilla Parishad and Gram Panchayat.
d) To give proper guidelines to the Zilla Parishad for allocation of funds.

II) Panchayat Raj Finance Corporation:

Panchayat Raj Finance Corporation may be established to provide loans to the Zilla Parishad, Panchayat Samitis and Gram Panchayats for their development programmes or public utility schemes. Its constitution should be worked out by the state government and it should work on the lines of other finance corporations.

III) Agricultural Research Institute:

It is necessary to concentrate on the agricultural development. In India, there are many varieties of soil-particles, climatic conditions and crops. It is essential to know which crop grows better and yields better in a peculiar landform. With this view the Zilla Parishads should start the 'Agricultural Research Institutes' in their districts.

8) The simple and flexible accounting system:

a) The Zilla Parishad needs a simple accounting system with broad categories of income and expenditure. All that is needed is to check whether each paisa is well accounted for and each item of expenditure is supported by proper sanction and proper voucher. This would add more flexibility in the utilization of finances and might reduce the cases of misappropriation.
b) The funds flowing from various sources for the similar schemes should be pooled together and credited under one heading and the expenditure should also be debited under the same budget head. This will reduce the complexities arising out of maintaining separate accounts for the same scheme or programme.

c) At Zilla Parishad level instead of burdening the accounts branch with the maintenance of the account of departments, the departmental accounts should be entrusted to the concerned department. For this purpose one of the clerks attached to each department should be given account work.

d) Zilla Parishads should train the adequate number of staff in accounts work. The training courses may be started at Divisional Commissionerate level by the State Government. It should also conduct the refresher courses of short duration for the benefit of accounts staff.

e) The C.A.F.O. will continue to control the finance, and release the same to other heads of the departments on demand as per the budgeted allocations. The accounts of expenditures will be submitted periodically by the concerned department to the C.A.F.O. The C.A.F.O. should also be entrusted with the responsibility of coordinating accounts submitted by accounts clerks working in different departments.
Having seen the working and financial management of Zilla Parishad, it could be said that for further reinforcement of the efficient functioning the findings and suggestions listed above should be taken into consideration in the near future.