APPENDICES
## Annual Action Plan of the Gram Panchayat

<table>
<thead>
<tr>
<th>Serial Number</th>
<th>Name of the Scheme</th>
<th>Monday</th>
<th>Cash Payment</th>
<th>Food grains</th>
<th>Supervision Cost</th>
<th>Total Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Rice/Wheat</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total =**
APPENDIX-I (B)

Village:
Gram panchayat:
particulars of interviewee:

<table>
<thead>
<tr>
<th>Name</th>
<th>Age</th>
<th>Occupation</th>
<th>Education</th>
</tr>
</thead>
</table>

Section-A:

1. No. of -
   (a) House - (Electrified) Non-electrified Total
   | 1 | 2 | 1 | 2 | 3 |
   
   (b) Pacca
   | 1 | 2 | 1 | 2 | 3 |

1=before 1978, 2=after 1978

(ii) People - Upper Middle Lower Middle Labour Total

2. No. of domestic animals: in 1977 in 1990
(bull, cow, goat, sheep, hen, duck, etc.)

   | 1 | 2 | 3 | 1 | 2 | 3 |

1=Primary school, 2=Secondary school, 3=Library.

   H.C. Cl. H.C. Cl.

   | 1 | 2 | 3 | 1 | 2 | 3 |

1=Excavated, 2=Unexcavated, 3=Total.

<p>| 1 | 2 | 3 | 1 | 2 | 3 |</p>
<table>
<thead>
<tr>
<th></th>
<th>1977</th>
<th>1990</th>
</tr>
</thead>
<tbody>
<tr>
<td>7. No. of fisherman:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. No. of artisans:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. No. of agricultural implements:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Length of village road:</td>
<td>1 2 3</td>
<td>1 2 3</td>
</tr>
<tr>
<td></td>
<td>Mud</td>
<td>Moram</td>
</tr>
<tr>
<td>11. No. of tubewell etc. supplied by the panchayat:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13. No. of bridge, culvert, pipe etc.:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. No. of business houses/ premises (shop, small industry etc.):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15. No. of vehicles: (Scooter, Motor bike, Matadore etc.):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>17. No. of old men:</td>
<td>Old pension holder</td>
<td>No help</td>
</tr>
<tr>
<td>18. No. of beneficiaries under rural employment schemes:</td>
<td>1977</td>
<td>1990</td>
</tr>
<tr>
<td></td>
<td>1 2 3</td>
<td>1 2 3</td>
</tr>
<tr>
<td>19. No. of beneficiaries under Indira Awas prakalpa:</td>
<td>1978-83</td>
<td>1983-88</td>
</tr>
<tr>
<td>20. Area of forestry:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a) public (by panchayat):</td>
<td>1977</td>
<td>1990</td>
</tr>
<tr>
<td>(b) private:</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Section - B: **Personal Opinion**

1. On Panchayat Organisation (Opinion regarding the defects or deficiencies, if any)

2. On Panchayat's decision making procedure (Opinion regarding what should be done to develop the system of decision making process of the panchayats).

3. On Village programmes (What should be done to rectify and develop the planning and implementing procedure of the Village development programmes)
APPENDIX-II (A)  Schedule-1 (L)

(A) **Personal Assessment (PD):**

1. Your age;
2. Your education (degree, diploma etc.);
3. Your position/designation in this organisation;
4. Designation of your immediate superior leader;
5. How many years have you been with your present organisation;
6. How many years have you been working in your present position;
7. On what level of the organisation structure does your position stand:-
   (i) Top level (ii) Middle level (iii) Lower level (iv) Others (Please specify)
8. Number of your immediate subordinates:-
   Members:  Staff:
9. What is your earned monthly income;
10. How many promotions have you received since your first job here;
11. Is there close and detailed supervision of your work?
12. How much preference have you for the following values;
   (Put the number on the left sides)
   (i) Money earning | Very high - 5
   (ii) Progress in life | High - 4
   (iii) Achievements of goal | Something - 3
   (iv) Independence | Very little - 2
   (v) Getting others' help | Not at all - 1
   (vi) Getting task done by others
   (vii) Meeting a challenge
   (viii) Satisfaction of the conscience
13. Your opinion on certain topics:
(a) Please give your suggestion, if any, for improving the decision making process in your institution.

(b) Please give your suggestions, if any, for improving the working of your institution.

(c) In your opinion what are reasons for low efficiency of the Panchayati Raj system?

(B) Assessment of Leaders' Views (PV):
Put the number what is appropriate on the left hand side of each question.

Strongly agree - 5
Agree - 4
Don't know - 3
Disagree - 2
Strongly disagree - 1

(1P) Group rather than individual make better decision on complex problems.

(2P) Subordinates should always be involved in decision making relating to their institution.

(3F) When the man on the top takes decision by himself the institution does better.

(4N) A good leader should give detailed and complete information to his subordinates.

(5B) A leader should disclose some information but conceal some crucial information to his subordinates.

(6T) People give their best when closely supervised.

(C) Own Behaviour (BS):
Put the number what you consider appropriate on the left hand side of the question.

Very often - 5
Often - 4
Sometimes - 3
Seldom - 2
Never - 1
(1P) I help my subordinates even in their personal matters.

(2A) I repeatedly remind them about what I want.

(3D) I create the impression that I can not really work without their help.

(4T) I repeatedly force them to comply with my arguments as they are the need of the time.

(5G) I praise them verbally for their outstanding performance.

(6R) I argue my points logically.

(7A) I simply order them to do but not help them in doing.

(D) Leadership Style (LS):

Check the statements and give your opinion by making tick mark (___/__).

(1T) I give the work first priority than the worker worker.

(2T) I wish that my subordinates will increase their knowledge on the job.

(3F) I do not tolerate any interference from my subordinates.

(4T) I always give attention to the progress of work, not to any one's personal progress.

(5F) To my opinion all workers have not potentiality for being the leaders.

(6N) I help my subordinates in every matter.

(7F) I keep crucial information concealed and information relating to decision or works disclosed.

(8N) I openly favour those subordinates who work hard.

(9N) I help my subordinates grow up and assume greater responsibility.

(10P) I place high value in participative system.
(11P) I believe that all of us have more or less equal potential. ... True/False

(12B) I believe that the area of responsibility should be clearly demarcated according to rank and position. True/false

(13P) I go by the joint decision of my group. ... True/false

(14B) I always give stress on rules and regulations more than the fulfilment of target. ... True/False

(15B) I maintain no personal relationship in the group. ... True/False

(16L) I fully depend on my subordinates and do not supervise in executing anything. ... True/False

(2) Organisational Climate (OC):

Put the appropriate number on the left side of each question.

To a very great extent/Almost always - 5
To a great extent/Usually - 4
To some extent/Sometimes - 3
To a little extent/Rarely - 2
Almost no extent/Almost never - 1

(1) We set a very high standard of performance.

(2) People have got here an opportunity to develop their skills.

(3) Our panchayat organisation is receptive to new ideas.

(4) There is a strong pressure to fulfil the target within scheduled time.

(5) There is no reward or recognition for good performance.

(6) Personal hostilities are usually resolved here.

(7) In our panchayat body people do not trust each other very deeply.

(8) In our panchayat body people tend to be non-cooperative to each other.
(9) Overall performance and achievement are not reviewed or evaluated here.

(10) There is criticism or punishment for bad performance but no reward or recognition for good performance.

(11) Our present organisation is not conducive for developmental work.

(12) Our organisation does not demand maximum effort and output.

(13) GP -members do not oppose the prodhan face to face but also do not accept or do anything seriously or spontaneously.

(F) Decision Making Manner or Style (23):

(Give a tick mark(✓) on the right answer from the list on the right hand side.

1. Decisions are taken by:
   (a) The group.
   (b) The individual.
   (c) The individual after group-discussion.
   (d) The top management.

2. Participants in decision making are:
   (a) Leader and all the subordinate members.
   (b) All the members except leader.
   (c) Leader and his colleagues excluding subordinates.

3. Decisions are often based on:
   (a) Intuition and experience.
   (b) Experience and passed records.
   (c) Common people's opinion.
   (d) Recommendations of the subordinates.

4. In decision making technical and professional men are:
   (a) Always present.
   (b) Sometimes present.
   (c) Never present.

5. In decision making staff group has:
   (a) Advisory role.
   (b) Informative role.
   (c) No role at all.
(6) Goals or targets are set by the:
   (a) top level leaders only.
   (b) Leaders of all levels.
   (c) top leaders but may be commented or suggested by the subordinates.

(7) In decision making precedents are:
   (a) always followed.
   (b) followed if necessary.
   (c) ignored.

(8) Organisational Process (PO):

Please check (/) the answer which is being found in your organisation.

1. The tendency among the followers for any goal or target is:
   (a) acceptance.
   (b) resistance.
   (c) avoidance.

2. Review and control of performance is generally made by:
   (a) top leaders
   (b) immediate supervisors.
   (c) leaders of the concerned level.

3. Your organisation stresses on:
   (a) following the rules more than doing the job.
   (b) doing the job more than following the rules.
   (c) following the rules and doing the job equally.

4. Problems arising among people in the organisation are tackled:
   (a) through group discussion.
   (b) taking measures by the leader.
   (c) by the top management of Panchayati Raj.

5. Among upward, downward, vertical and horizontal communication the practice is to adopt communication:
   (a) downward only.
   (b) both the downward and upward.
(c) vertical but not horizontal.
(d) none of them.

(H) Organisational Effectiveness (OE):

Put the tick marks in any one of the five boxes on the right side of each question.

Very good/Very high/Very well - 5
Good/High/Well - 4
Just OK - 3
Low/Bad/Poorly - 2
Very low/Very bad/Very poorly - 1

1. How good is the quality of the work of your institution?

2. How efficiently do people do their work?

3. How high is the morale of workers in the organisation?

4. How well are your systems and procedures geared to achieve institutional goals?

5. How is the degree of acceptance of decisions taken?

6. How efficiently does your organisational use the resources e.g. man, money, machine etc. it has?

7. To what extent are the decision makers aware of the deficiencies of the organisation?
APPENDIX II(B)

QUESTION TO THE PANCHAYAT MEMBERS     Schedule 2(M)

(a) Personal Assessment:

1. Name of the G.P. : 
2. Name of the P.S. : 
3. Your name : 
4. Age : 
5. Education : 
6. Profession : 
7. Religion : 
8. Caste : 

(b) Personal opinion of the panchayat member (PO):

1. Training is needed for the panchayat members. Yes/No
2. Duty and responsibility should be divided and specifically allotted among the members. Yes/No
3. Good performance of the members should be highly appreciated and the member concerned should be rewarded. Yes/No
4. Members of the panchayat body also be the members of the planning committee. Yes/No
5. Decision making by the group is better than by a single man. Yes/No
6. In a planning committee representatives from every village of the area should be included. Yes/No
7. Non-Political men should have no access to the panchayat's planning and execution. Yes/No
8. Consultation is better than privacy. Yes/No
9. Education is not necessary for being a member of the panchayat. Yes/No
10. Panchayat member can easily understand the problems and needs of his village. Yes/No
11. People do not think over their village development. Yes/No
12. People do not raise any question as to their village-problem and needs.  Yes/No

13. Prodhan should investigate himself the village development works. Yes/No

14. People who are in opposition to the ruling party always oppose and criticise the panchayat. Yes/No

15. People are reluctant to join the panchayat functions. Yes/No

16. Public participation in the panchayat functions is necessary for the success of panchayat activities. Yes/No

17. In every village a planning unit should be made which will make village plan and send it to the panchayat. Yes/No

18. Prodhan knows what are the resources of your village. Yes/No

19. Prodhan knows well what are the problems of your village. Yes/No

(C) Organisational Climate (OC):

1. In this panchayat members are highly recognised for their good performance. Yes/No

2. There is a good personal relationships among all the elected and non-elected staff of the panchayat. Yes/No

3. Prodhan gives stress on works more than the members or other workers. Yes/No

4. Prodhan does not pay any heed to the personal problems of the members. Yes/No

5. All the elected and non-elected members are very helpful to each other even in any personal matter. Yes/No

6. Elected members depend heavily on the employees of the panchayat. Yes/No

7. Present communication system of our panchayat is adequately effective. Yes/No

8. Any kind of information is usually disclosed to the members. Yes/No
9. Prodhana always go by joint decision, not by individual decision. 

10. Members have no power at all but have only responsibility and accountability. 

11. There is no reward or punishment for the panchayat members. 

12. We are proud of being the members of this panchayat. 

13. Here, there is neither any monetary gain nor any mental satisfaction. 

14. Our panchayat suffers from lack of sound organisation and proper planning and supervision. 

15. Criticism is natural happening but the encouragement is rare in our panchayat. 

16. Our panchayat head is not receptive to new ideas. 

16

(D) To find out the attitude and behaviour of the immediate superior leader (IS):

(1P) Prodhana goes by joint decision of the panchayat Committee. 

(2 P) Prodhana communicates all information to the members and does not conceal anything. 

(3 B) He does not provide all information to the members. 

(4 B) He maintains impersonal relationship in the group and avoids personal relationship. 

(5 B) He gives value to the rules and regulations above task or relationship. 

(6 N) He helps his associate members to improve their skill and acquire sense of responsibilities. 

(7 N) If the members need help he helps them as much as he can. 

(8 F) He takes decision by himself and gives direction only. 

(9 F) He wants to have full power and control over his associate members.
(10 F) He does not tolerate any interference of any member. Yes/No

(11 L) He does not take any decision and fully depends on his *colleagues* in doing everything. Yes/No

(12 T) He always try to maintain high standard of performance. Yes/No
APPENDIX - II (C)

QUESTION TO THE COMMON PEOPLE

Schedule 3 (C)

(a) Personal Assessment:
1) Name of the G.P. :
2) Name of the P.S. :
3) Your Name :
4) Age :
5) Education :
6) Profession :
7) Religion :
8) Caste :

(b) Present Socio-economic and political situation:

<table>
<thead>
<tr>
<th>Question</th>
<th>Answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Everyone should have free access to the Panchayat office.</td>
<td>Yes/No</td>
</tr>
<tr>
<td>2. Individual decision is not better than group-decision.</td>
<td>Yes/No</td>
</tr>
<tr>
<td>3. Before decision making for village works public meeting for taking public opinion is necessary.</td>
<td>Yes/No</td>
</tr>
<tr>
<td>4. While implementing any village-programme public participation is required.</td>
<td>Yes/No</td>
</tr>
<tr>
<td>5. In a planning committee representatives from every village of the area should be included.</td>
<td>Yes/No</td>
</tr>
<tr>
<td>6. Members of the G.P. should also be the members of the planning committee</td>
<td>Yes/No</td>
</tr>
<tr>
<td>7. Panchayat members should have minimum standard of education.</td>
<td>Yes/No</td>
</tr>
<tr>
<td>8. Experience is better than education to run the Panchayats.</td>
<td>Yes/No</td>
</tr>
<tr>
<td>9. Prodhan and the other members are enough to take decision; common people's participation is not necessary.</td>
<td>Yes/No</td>
</tr>
<tr>
<td>10. Non political men should have no access to the Panchayat's planning and execution.</td>
<td>Yes/No</td>
</tr>
</tbody>
</table>
11. Prodhan should not only give direction but also participate in doing or supervising, if possible.  
   Yes/No

12. All relevant informations should be communicated to the panchayat.  
   Yes/No

13. Nowadays, the villagers have faith on the panchayat prodhan very little.  
   Yes/No

14. You can easily understand the problems and needs of your village.  
   Yes/No

15. People do not think over their village development.  
   Yes/No

16. People do not raise any question as to their village-problems and needs.  
   Yes/No

17. Prodhan should investigate the village-development work personally in addition to his office work.  
   Yes/No

18. Prodhan should not keep contact with the public, rather should keep himself apart.  
   Yes/No

19. Prodhan should investigate the village works in addition to his official works.  
   Yes/No

20. Elected members of the panchayats will do their best if they are awarded for good performance.  
   Yes/No

C) Present Leadership Style (L S);  
   questions Put a tick mark on 'yes' or 'no'  
   Answers

(1 B) Prodhan depends on only a few numbers of political workers.  
   Yes/No

(2 B) Prodhan does not always give any satisfactory answer to the question of any subordinate or villager.  
   Yes/No

(3 B) Prodhan does not visit his area for the inspection of the programmes under implementation.  
   Yes/No

(4 B) Prodhan is interested more in office duty than in any public affairs or any field work.  
   Yes/No

(5 P) G.P. members keep close relation with the villagers and communicate with the Panchayat on their behalf continuously.  
   Yes/No
(6 P) Decision is taken by the group where prodhan remains present. Yes/No

(7 F) Prodhan has a political bias and avoids opinion of other members of other political parties. Yes/No

(8 F) Prodhan has a tendency to impose his opinion upon the public. Yes/No

(9 J) People have trust on the Prodhan for his proper judgement. Yes/No

(10 J) Prodhan always takes advice from various persons before taking a decision. Yes/No

(11 R) Age, education, social, status are the factors to the Prodhan to draw attention from the people. Yes/No

(12 T) Prodhan gives stress on work at first, then on worker. Yes/No

(13 L) Prodhan fully depends on his subordinates in planning and executing the programme. Yes/No

(D) Leader Behaviour (L B):

<table>
<thead>
<tr>
<th>Questions</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. People can know very little about what programme their panchayat has adopted for their village development.</td>
<td>Yes/No</td>
</tr>
<tr>
<td>2. Panchayat does not take public opinion before taking decision or doing something.</td>
<td>Yes/No</td>
</tr>
<tr>
<td>3. Development works of the panchayat are of low quality.</td>
<td>Yes/No</td>
</tr>
<tr>
<td>4. Prodhan keeps himself apart from the common people.</td>
<td>Yes/No</td>
</tr>
<tr>
<td>5. Prodhan never tries to impose his opinion on the common villagers.</td>
<td>Yes/No</td>
</tr>
<tr>
<td>6. He maintains close contact with the common people.</td>
<td>Yes/No</td>
</tr>
</tbody>
</table>
### APPENDIX X - III

Basic Information of the Sample Blocks

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Name of the sample blocks</th>
<th>Geographical Area</th>
<th>Area under Cultivation (Sq.Km.)</th>
<th>Area under Cultivation (acres)</th>
<th>Area under Forest pasture orchard etc. (acres)</th>
<th>Cultivable Waste land (acres)</th>
<th>Area under more than one crop land (acres)</th>
<th>Area of vested land (acres)</th>
<th>Net Water area (acres)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Suri-II</td>
<td>127.772</td>
<td>27.750</td>
<td>60</td>
<td>20</td>
<td>20</td>
<td>7050</td>
<td>1300.67</td>
<td>1544.05</td>
</tr>
<tr>
<td>2.</td>
<td>Nanoor</td>
<td>309.20</td>
<td>57.000</td>
<td>183</td>
<td>Nil</td>
<td>15,250</td>
<td>17048</td>
<td>192259</td>
<td>392</td>
</tr>
<tr>
<td>3.</td>
<td>Labpur</td>
<td>264.81</td>
<td>55.300</td>
<td>183</td>
<td>Nil</td>
<td>2,097</td>
<td>16550</td>
<td>1740.55</td>
<td>750</td>
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<tr>
<td>4.</td>
<td>Illambazar</td>
<td>259.5</td>
<td>45.618</td>
<td>3512</td>
<td>3111</td>
<td>500</td>
<td>2250</td>
<td>-</td>
<td>1635</td>
</tr>
<tr>
<td>5.</td>
<td>Khayrasole</td>
<td>271.36</td>
<td>54.950</td>
<td>2850</td>
<td>2350</td>
<td>650</td>
<td>11000</td>
<td>2867.45</td>
<td>2375</td>
</tr>
<tr>
<td>6.</td>
<td>Rajnagar</td>
<td>82</td>
<td>36.625</td>
<td>1250</td>
<td>3098</td>
<td>675</td>
<td>-</td>
<td>5067.32</td>
<td>1250</td>
</tr>
<tr>
<td>7.</td>
<td>Mayureswar-I</td>
<td>224.50</td>
<td>45.500</td>
<td>512.5</td>
<td>Nil</td>
<td>Nil</td>
<td>30,250</td>
<td>-</td>
<td>2150</td>
</tr>
<tr>
<td>8.</td>
<td>Rampurhat-II</td>
<td>180.5</td>
<td>37.500</td>
<td>Nil</td>
<td>Nil</td>
<td>50</td>
<td>34,250</td>
<td>1029.37</td>
<td>2000</td>
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<tr>
<td>9.</td>
<td>Nalhati-I</td>
<td>153.74</td>
<td>47.213</td>
<td>470</td>
<td>588</td>
<td>30</td>
<td>11,972</td>
<td>1731.76</td>
<td>2400</td>
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<tr>
<td>10.</td>
<td>Murarai-II</td>
<td>71.21</td>
<td>41.519</td>
<td>150</td>
<td>200</td>
<td>380</td>
<td>1,200</td>
<td>1004.35</td>
<td>1729</td>
</tr>
</tbody>
</table>
## A P P E N D I X - I I I

### Basic Information of the Sample Blocks

<table>
<thead>
<tr>
<th>Name of the sample blocks</th>
<th>Water area under pisciculture (acres)</th>
<th>Net area under irrigation (acres)</th>
<th>Homestead land (acres)</th>
<th>Residual area (acres)</th>
<th>Total length of road (km)</th>
<th>Length of unmetalled roads (Km.)</th>
<th>Public Health Centre</th>
<th>Primary School</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suri-II</td>
<td>1200</td>
<td>12,710</td>
<td>3,675</td>
<td>Nil</td>
<td>108</td>
<td>-</td>
<td>1</td>
<td>73</td>
</tr>
<tr>
<td>Nanoor</td>
<td>750</td>
<td>53,510</td>
<td>4,350</td>
<td>15,450</td>
<td>197</td>
<td>40</td>
<td>1</td>
<td>117</td>
</tr>
<tr>
<td>Labpur</td>
<td>500</td>
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## APPENDIX - III

### Basic Information of the Sample Blocks

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<th>Scheduled Tribes</th>
<th>Small Farmers' Families</th>
<th>Marginal Farmers' Families</th>
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