CHAPTER-V

Implementation Machineries of Rural Development programmes and Rural Development

Introduction

The last part of the study has explained the basic conceptual framework of implementation machinery i.e. what we understand by implementation machinery. On that back ground we shall examine different dimensions of present implementation machinery. Implementation machinery is the means for achieving the goals of the rural development programmes. But much of the successful implementation of any programmes depends on the administrative machinery applied i.e. the effectiveness of any implementation machinery ultimately determines the success of any programme. We shall first explain present implementation machinery and then try assess its effectiveness.

It has time and again stated that in the pre-Independence period, the British Government did not take much initiative for the rural development in India. The British ruler wanted to have the village resources as the source of raw material for industries in Great Britain. For this reason, the British Government established a machinery in the rural areas for producing agricultural products which are needed for industrial development in their own country and in fact those agricultural products were exported regularly to Great Britain. However, the institution of Panchayat was existed even in the Ancient India. At that time the institution of Panchayat i.e. the governing council of yesterday were consisted of only five persons.

As such the council was not enough to supervise the village affairs and rural administration though, it was not exactly geared for running any well defined and concrete programme of the rural development. The village Panchayat or elected council however had large powers both executive and judicial, and its members were treated with the greater respect by the King’s officer. Land was distributed by the Panchayat which collected taxes out of the produce and paid the Government shares on behalf of the villages. However, over these village council, there was a larger panchayat or council which would supervise and interfere, in activities of panchayats if necessary. The Panchayat or the council used to interpret different social laws and customs and even inflict suitable punishment to the social offenders as a judicial unit.
Meaning and concept of Implementation machinery

In the part of the study a conceptional and theoretical discussion on the implementation machinery has been submitted to develop a basis for analysis of the present implementation machineries set up for different rural development programmes. In the preceding chapter a brief discussion was made on various rural development programmes launched since independent and their basic implementation machinery. Here we shall examine implementation machinery from these theoretical perspectives. Implementation is basically a function of administration. Today term management in used more in the context of implementation of rural development programmes. All the different concepts related a administration and management are to be discussed in this part of the study. Here we shall first discuss on the different theoretical aspects of implementation machinery and submit briefly the recent administration machinery formulated and adopted for implementation of different rural development programmes.

Implementation, we have stated earlier, is a process by which a set of determined activities are carried out in planned and orderly manner. A policy, particularly a government policy for alleviation of poverty, is to be transformed into certain programmes which state the sequence of activities required for the achievement of that policy. These activities are to be implemented through a machinery. Accordingly the concept of implementation machinery appears In fact implementation is concerned with action, e.g. who plans it, who does it, why it is done, who has the power and how the power is organised for action? While by the word machinery we mean the set up or the system through which the action plan is executed. It is, in brief the transformation to an idea into reality, thought into action and a plan into performances. Implementation is, therefore, very close to two other terms, e.g. administration, and management. These two terms are generally used to convey the meaning of implementation. In fact, when a policy is taken by the government, it is the administrative wing of the government which implements the policy. Similarly, all Policies, plans, programmes or decisions of an organisation are implemented by its management, we therefore, consider administration or management, as an equivalent to implementation.

However, strictly speaking, implementation is only a subset of broad set of activities that constitute administration/management. Management is not only concerned with
implementation of a policy but also takes policy decisions, sets goals, makes plans, prepares programmes etc. All these functions have been described and classified in different functions of management, e.g. planning, organising directing and control, while coordinating is regarded now as the essence of management. It is clear from the above statement that implementation can be only one aspect of management and it may cover only direction and control functions of management. But administration seems to be the implementation aspect of the government function of enforcing a public policy. Government administrators is viewed as the basic machinery for implementation of any policy or programme. In fact, administrative and bureaucrats also participate in the policy formation and developing programmes. But very often their role in the policy formation is not exposed to public. They do this behind the veil. To administrate, what we generally understand, is to take care or took after people or manage affairs. Administration is the systematic ordering of affairs and is calculated use of resources aimed at making those thoughts happen which we want to be happened and simultaneously providing the development of those which fail to square with our intention. According to White administration is the direction and control to many persons to achieve some proposed objectives. Of late, we do not make any difference between administration and management so far their functions are concerned. It is found that both the administrators and managers perform the same functions of planning, organising, coordinating, directing and control. However, for better implementation of rural development programmes, concept and functions of management have been introduced. Now it is said the management of rural development programmes, instead of administration of rural development. As it focuses all the functions of management that are to be applied for rural development. Several people have defined ‘management’ as a ‘technique’, a ‘process’, an ‘activity’ or a ‘system’ for getting things done through other people. However, to some people it is the administration of business concerns or public undertakings. Of late, management is conceived as an essential requirement of any systematic and orderly activity. The scope of management, according to Matthai, extends to include any form of organised human activity which requires planning, decisions making and implementing them.

The role of management in the successful achievement of organisational goals have influenced the social scientists to apply the functional concept of management in the sphere
of rural Development. Management in rural development is viewed as a three dimensional sphere. One dimension deals with the area and activities e.g. economic activities like agriculture, forestry, fishery, cottage and rural industries, environmental planning, infrastructure facilities including education and health facilities, sanitation entertainment and financial institutions. The second dimension relates to the people who inhabit at the rural areas. These will include farmers, artisans, traders, servicemen, farm labour and administrators. The third dimension deals with the process of management which includes policies, objectives, planning, project identification and formulation, pertaining to resource management, personnel management, organisation, co-ordination monitoring and implementation. The scope of rural development management is sufficiently wide. Rural people, their areas and activities and management process usually form the setting for rural development, as such, these are the perquisites for management in rural development.

Therefore, people without sufficient exposure to rural setting will fail to take appropriate decisions. People who have sufficient knowledge and experience in management process but possess little knowledge and understanding of the rural setting particularly the problem and prospect of a locality and its inhabitants will not be successful in the administration of rural development programmes. Similarly the people with sufficient background of knowledge and understanding of the rural setting but are ignorant of the management function and process also find that their sincere efforts do not bring about the desired result. Both the situations are very much noted in the present rural development administration in West Bengal in particular and India is general. This problem will be discussed in the later part of this chapter. It transpires from the above discussion that understanding of the rural setting and knowledge of management process are the basic pre-requisite for successful implementation of rural development programmes.

**Implementation Machinery as an aspect of Management:**

The implementation machinery here we mean only an aspect of management of rural development that concerns with the successful application of rural development policies and programmes. However, in this study we shall confine our discussion within the narrow concept of implementation machinery meaning only that part of rural administration or
management which is responsible for carrying out a given project. It is the Organisation structure which provides the hierarchy, communication system, distribution of authority and responsibility and helps to develop the monitoring and controlling system, may be viewed as the basic requirements of implementation machinery. The study will be confined mostly to this aspect of rural management. More specifically, we shall concentrate on organisational and structural aspect of implementation system. A policy of a government or an Organisation is a statement of intention in respect of an objective. To achieve a policy, one or more programmes are formulated. Programmes are the planned activities with time sequence that require to implement the policy. A programme therefore, is implemented through a series of well defined projects. The scope of a plan is till larger as it comprises a number of programmes. In fact, planning is the term which includes all activities and exercises required prior to the stage to actual execution. As such it includes policy, rules, regulations, programme methods etc. Some of these plans are used repeatedly e.g. policy, method etc. as such are known as standing plans. Very often a plan is broken down into a number of programmes for its implementation and each such programme is again broken down into a number of projects. A project gives answer to such questions as ‘what’, ‘who, when’ and ‘how’ in a more clear and specific terms than a programme. Therefore, for rural development projects are the starting point for the implementation. These projects needs efficient and successful implementation so that the predetermined objectives can be achieved. Policy, programme and project are different aspects of planning. However, there form the basis for implementation of any plan. Accordingly a plan of action or action plan is prepared for implementation of any plan. Therefore, action plan is starting point of implementation.

**Different Approaches to Implementation:**

Another approach which seems pertinent to mention here, was originally propounded by Porter in his thesis entitled, “Design for Industrial Coordination”. Porter focuses attention to the fact that the work at every level of the organisation can be divided into three basic functions, e.g., (a) Planning, (b) Implementation and (c) Inspecting (controlling). Porter observes that by grouping all organisational tasks into these three functions at each level, the organisation design will be most conducive to the establishment of natural check and
balance. He thinks that these are essential for co-ordination in every system. But the intention of referring to this observation of Porter is to point out the aspect of management which Porter describes as “Implementation (doing)”. This is the core area of the study. However, we can not completely separate it from either planning or controlling. Deciding the strategy and formulating the rural development programme according to broad policy framework of the government constitute the planning function. But to transform this plan into reality pertains to the implementation function. We have already stated that once a rural development project is finalised, it is ready for implementation. Before starting discussion on the present implementation machinery, a reference to the different approaches of implementation machinery seems pertinent. A brief discussion on the different approaches of implementation has been made in the following pages.

Baird 7 has identified two basic approaches to implementation, namely the traditional approach and the open approach. The traditional approach represents a mechanical view of planning and development in which implementation is a powerful tool in the hands of donors, planners or politicians. Project beneficiaries are regarded as either clients (to be sold an idea) or employees (to be instructed). On the other hand the open approach recognises that the implementation is concerned about the communication of meaning and that it is primarily related to power and influence. This approach considers people as an important constituent and thinks in terms of ‘investigators’ and ‘actors’ rather planners and clients. Implementation as such becomes more important and is viewed as education of both planners and clients so as to their mutual benefits. An approach which encourages and fosters decreasing dependence and increasing self-reliance seems to be conducive in a developing situation. As such the open approach is better for rural development as it is concerned more with the people and their involvement. It is also pragmatic and flexible and is suitable to learning and adaptation for experience: On the other hand the traditional approach views employees as cogs in a machine or troublesome but as necessary as raw materials. It increases dependence and alienation. One important aspect of open view is that implementation can not be separated from politics. It is more situational than mechanical. It seems that open view is suited to the present conditions of rural development of this country.
Participation of Local People:

Successful implementation of rural development programmes needs effective participation of the local people and their involvement in the planning as well as implementation. Democratisation of rural management is always desirable as the ultimate objectives of rural development is not only to make economic progress of rural community but also to establish justice and equity in this country and ultimately to improve the quality of life in this country. The approach that encourages the involvement and participation of rural people in the implementation of rural development programme would be conducive for this country. We shall endeavour in the study to examine the present implementation machinery from the viewpoint of people's participation.

Management Functions of Implementation:

It transpires from the preceding discussion that implementation of rural development programmes means the successfully carrying out different projects formulated to fulfil a definite mission or objective. Accordingly it emphasizes the organising, directing and control functions. But Katar Singh means the implementation both as management and control functions. However, in management science control is considered as one of the basic functions of management. But Singh considers management and control as separate but linked functions so far implementation of rural programmes are concerned. Management according to Singh covers basic four areas e.g. i) Technological, (ii) Business, (iii) Administrative and (iv) Human Relations but the last one pervades all other three areas. In rural development project, management often faces the problem of balancing delegated authority with central control, balancing close suppression with encouragement of personal initiative on the project and between operating ministry and the project, developing two-way communication, and involving local people but restricting political interference. Management in this sense is the resolving organisational problems and exercises necessary for implementation rural developmental projects. But control according to Sing is the monitoring of the financial accountability, prevention of fraud, monitoring the activities that drift towards a centralised, rigid and non-motivating structure. In most cases control becomes the cost management of the projects resulting in inflexibility of project operations.
But the basic problem seems to be the dynamic rather static circumstances in which the work of any agricultural projects is performed, therefore, the project management should have the capacity to adjust project operation to the expected changes. However, this concept of management as described earlier is not totally acceptable. As management is not only the directing and actualising functions. Moreover control is always a function of management. It can not be separated from management. However, the task environment may be different. Process and technique may also be different for rural management but basic functions of management would be the same. As such, this view of management as a separate function from control may not convey the real meaning and concept of management. Henry Fayol has identified six areas of activities e.g. Technical, Commercial, Financial, Security, Accounting and Management. But all the above activities are generally performed by the management functions of Planning, organising, coordinating, directing and control. In agriculture or rural development functions or activities may be different but management functions will mostly remain unchanged.

**Planning an aspect of Implementation:**

Planning is generally perceive as the basis of any action or performance. Therefore, some planning is required for Planned implementation as well. Accordingly any plan for implementation should at least specify clearly what is to be done, who is to do it, when it is to be done and how it is to be done. A plan is translated into one or more programmes which clearly specify what and when it would be done. Again a programme is broken up into a number of projects and then for the project goals are identified. Accordingly activities are underlined for the attainment of those goals. These goals are distributed among the different authorities for performing those activities and attaining the goals. The administration system is to be set up for materialisation of the action plan. In fact for each project an implementation system is to be evolved. In fact, for the achievement of the expected results, every project requires a unique implementation system that must match its particular requirements and characteristics. As such it is not possible to formulate universally applicable implementation system. This view is further vindicated by the fast changing socio-economic environment of rural community. However, it is possible to develop a broad framework for implementation
of development programmes. The major components of such a frame work may comprise of, (i) a Plan for physical work effort, (ii) Time plan, (iii) Input resource planning, (iv) Equipment order planning, (v) Project organisation and (vi) Building Interlinkages. A frame work of implementation system should be developed considering the above components.

**Organisation Dimension of Implementation**

Another management function which is closely related to implementation is the organisation. Some people define organisation in a very narrow sense. They define organisation as the authority and responsibility relationship among various individuals in an enterprise. But an organisation is usually a rational co-ordination of the activities of a number of people for the achievement of some common explicit purposes or goals, through division of labour and functions, and a hierarchy of authority and responsibility. The organisation should be appropriate for the implementation of the rural development project in the sense that line of the authority is clear, the authority and responsibility are properly linked, the delegation of authority is encouraged. A project must relate properly to the institutional structure of the country and regions, otherwise it has to be changed for effective implementation of the programme. Moreover adequate skill and able performance should be providend for effective implementation of the rural development programme. These people will form the communication channel between the district and state level authorities and the local people. They will also initiate the steps for motivating the local people for better and effective participation in the rural administration.

Moreover, a new scheme was launched in 1988 for strengthening Block level Administration. Under the scheme efforts are made to fill up some gaps in the existing staff availability at block and village levels to ensure effective implementation of IRDP. 50 percent of expenses incurred for this purpose is to be shared by the Central Government in respect of the posts created under the scheme with the prior approval of the Government of India. In the following pages we shall examine the present organisation structure formulated and implementation for different rural development programmes. Although planing is separated from implementation work but proper implementation can not be possible without proper
planning A good planning is a prerequisite for good implementation of a programme. We submit here a brief diagram on the planning process of rural development. Chart-I shows a broad outline of implementation machinery under the leadership of Panchayati raj. All the different committees set up under the machinery have been depicted in the chart.

PLANNING PROCESS FOR RURAL DEVELOPMENT:

INTRODUCTION:

For the development of an area, the betterment of the economic condition of the poor people with the best utilisation of funds available along with local resources, a good planning is required. Method of planning has now gone changed. The Principle of planning from the top has become almost obsolete. It is all of decentralised planning. The method of PRA i.e. Participating Rural Appraisal has recently developed as a new technique of rural development. It is now considered the best method of planning as it is based on the process of decentralised planning through the grass-roots level participation.

Thus now Planning for rural development is decentralised accordingly plans are to be formulated at the Gram Sansad level. Annual action plan is prepared by Gram Sansad giving priority of work at their level. The rural masses take part in the meetings of Gram Samsad and they finalise their plans on priority basis. These plans get the shape at Gram Panchayat level. Then Block/Panchayat Samiti makes their plans at block level and ultimately the Zilla-Parishad prepares the Annual Action Plan. Municipalities prepare their own plans for the urban areas.

Now all these plans along with Annual Action plan are sent to the District Planning Committee by the concerned block. This planning is finalised by the Block Planning Committee headed by the Savapati, Panchayet Samity. The District Planning Committee (DPC) is headed by the Savadhipati; the D.M. is the Member Secretary; the District level officers and Karmadhyaks of Zilla Parishad; Savapatis of Panchayet Samity, Chairmen of municipalities are all members of the committee.

The district plan is finalised by the District Planning Committee in agreement with the DPCC (The District Planning and Co-ordination Council). The District Minister is the chairman. If there is more than one minister in the District, the chairmanship will be shared rotationally.
On the basis of the preceding discussion we shall submit the present organisation structures in the following charts. It shows different hierarchy of authorities which constitute the structure for implementation of rural development programmes. In chart, organisation structural hierarchy of authorities have been shown. Although administrative structure designed for CDP has been discussed in the previous chapters, we shall submit the different authorities set up for implementation of rural development programme. In the part, administrative system briefly explained from the Ministerial levels to the Panchayat level.  

**Chart No. 1**

Administrative structure showing different hierarchy

(A SYSTEMIC VIEW OF PANCHAYAT ADMINISTRATION IN WEST BENGAL)

**Government Level**

Minister for Panchayat and Community Development  
Department of Panchayat  
Secretary  
Deputy Secretary  
Assistant Secretary

Directorate of Panchayat  
Director  
Joint Director  
Deputy Director

Regional Assistant  
Director (Division Level)  
Assistant Director

Executive Officer  
(Zilla Parisad)  
(District Magistrate ex-officio)

Additional executive officer (Zilla Parisad) (A.D.M. rank)
However, some important changes in rural administration in India had taken place with introduction of Community development programmes on 2nd October 1952 and subsequently three tier Panchayat raj. With a view to developing a spirit of self-reliance among the rural people and encouraging a spirit of initiative in the village community through peoples participation in the processes of planned development the community development programme was initially launched.

It was aimed at encouraging greater employment and production through emphasis on scientific methods of agriculture and development of cottage and small scale industries. Moreover, it was expected that the successful implementation of community development projects enhanced the community assets we have already discussed.

Both preparation and implementation of plans and programmes require a suitable administrative machinery from top to bottom. The conscious adoption of democratic planning required that drafting of the planning should not only be the product of a master mind to be imposed on the rural people from above, but be a synthesis of the studied opinions from the upper strata and the grassroot proposals coming from below. To this end, the national development council (NDC) at the centre, the state development council (SDC) at the state level, the district development council (DDC) at the district level came into being under the aegis of the Planning commission. These apart, the block Development Committee at the Block Level and the village Panchayat at the village level

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were also set up.

The members of the National Development Council include the Prime Minister, Chief Ministers for states, administrators of union territories and all the Union Ministers. The function of the council is to strengthen and mobilise the efforts and resources of the nation in support of the plans to promote common economic policies and to ensure the balanced and rapid development of all parts of the country. The objectives of the council include: (a) to review the working of the National Plans from time to time (b) to recommend measures for the achievement of the aims and targets set out in the National Plans.

For the purpose of proper formulation and effective implementation of plans a vertical hierarchy of planners was set up. The Prime Minister for National Planning, the Chief Minister for state planning, the Controller for the District Planning, the Block Development Officer for Block Planning, the Prodhans for village Planning were considered of the chair persons for representative areas.

For smooth running of the rural development have administration each and every staff at different level should have sufficient knowledge his proper position. And limits of power in the hierarchy. At the grassroot level, the Block Staff is responsible. For the implementation of the programmes At the State level, the state-level coordination Committee (SLCC) monitored the programmes. The Department of rural development, Government of India is responsible for the release of central funds, policy formulation, overall guidance, monitoring and evaluation of the programmes. The Zonal councils were established by the states re-organisation Act 1956. These were only advisory bodies to give advises on matters of common interest to each of the six zones into which the territory of India divided which was depicted in the Chart No.2.
The main-objective of the Zonal councils was to reorganize the states with a view to securing co-operation and co-ordination between the states, the union territories and the centre particularly in respect of economic and social development. There was also provision for holding joint meeting of two or more Zonal councils. The Union Home Minister was nominated to be the common Chairman of all the Zonal councils.
Chart III

Structure of Advisory body from National level to village level.

Community development
Programmes launched 2nd October, 1952.

Advisory body of the Union Government.
Self-reliance Agriculture community works.

Chart IV

Zonal Councils as per states reorganisation act 1956
The State Development Council
The District Development Council
The Block Development Council
Gram Panchayat at the Village Level for village development

Table 4 the patterns of Panchayat raj system adopted Since 1920.

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<th>Old</th>
<th>New</th>
<th>Present</th>
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<tbody>
<tr>
<td>3-tier system during 1920 to 1959</td>
<td>2-tier system during 1959 to 1978</td>
<td>3-tier Panchayat system since 1978</td>
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</tbody>
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It may be noted that in West Bengal the Government had been quite indifferent, indecisive-and hesitant in devolution of power from higher level to grassroot level until 1978 and panchayat election had been stalled for about 16 years since 1962. As a result the upper two tiers of Panchayat raj became virtually defunct whereas the other two-tiers i.e. Anchal panchayat and Gram panchayat had been engaged only in distribution of the dry doles and disbursement of remuneration to the village police viz. Dafadars and Chowkidars.

The Government’s aid to the panchayat was meagre. Another source of fund was local tax collection. Anchalik Parisad (A.P.) used to send the allotted money to the Anchal panchayat who in turn used to distribute it among the Gram panchayats and the letter body used to spend their allotted money for special welfare activities and for making payments to the ‘Dafadar’s and Chowkidar’s etc. for the maintenance of peace in the villages.

In 1965 the entire state of West Bengal was in the grip of an unprecedented food crisis which was followed by food, riots, strikes and ‘Bandhs’ in 1966 resulting in the failure of law and order in the state and finally leading to the formation of transient period of Leftist dominated regime in West Bengal in 1967. Thereafter, there was again a break for roughly a decade when in 1977 the leftists, one again, swept the polls and came to power in west Bengal with an overwhelming majority. And the Uninterrupted power still they continue to enjoy covering moral than to decades.

Implementation machinery for rural development programmes during 1978-90 under Panchayatraj.

Panchayat election was arranged by the Left front Government on 4th June 1978. The election was conducted to constitute of Gram Panchayats at the village level. 324 Panchayat
samity at the Block level and Zilla Parishad at the District level in West Bengal Gram Panchayats, Panchayat Samity and Zilla Parisad are organically linked to form a special administrative structure. Each tier of Panchayat raj has its own functionaries and administrative structure which helps to implement rural development programmes with its statutory responsibilities. Every ‘Gram’ was covered by the gram panchayat, if that village fulfilled the conditions declared by the State government for this purpose. Twelve villagers were covered by each Gram Panchayat having maximum population 15000.

The total number of members of a Gram Panchayat varied from seven to twenty five descending on the population of the villages it covers and they were elected by, the adult villagers for a term of five years.

The area of a Gram was divided into three to fourteen electoral constituencies each electing no more than three members; one member was elected for every four hundred voters. The gram panchayat elected, its own President (Prodhan) and vice President (Upoprodhan). They could be removed from the post at the meeting specially conveyed for the purpose. At present every gram panchayat has to look after different development programmes in its area. Gram panchayat are the lowest rung of the rural administration as such of present it plays a very important role in the implementation of rural development programmes.

At the bottom-tier one full-time Secretary was appointed for assisting the ‘Prodhan’ in meeting arrangements keeping records in general, helping him for preparing budget and recording the proceedings of the meeting etc. The Secretary was and is the executive officer of the Gram Panchayat.

At the middle tier the Block Development officer (BDO) is considered as executive officer of the Panchayat Samity. Panchayat extension officer is considered as Secretary. The executive officer exercised general control over all officers and employees of the Panchayat Samity. The BDO looked after the activities of the panchayat in addition of his normal duties. With a view to minimizing his responsibilities - there is a constitutional advisory body i.e. Panchayat samiti which is formed by elected members of that locality. At
the Block level, the BDO is somewhat overburdened with the proper execution of development programmes, i.e. land reform. Agricultural development, health education, Fishery development IRDP. Animal husbandry activities etc. He has to take help from the secretary of the ‘Sthayeel (Helping) samities which are formed as per standing norms. There are ten ‘Sthayeel’ samities at the block and the district level.

(i) Finance, (ii) establishment, Development and planning (iii) Public Health, (iv) Public Work, (v) Agriculture Irrigation, Co-operative, (vi) Cottage and small scale industry, Relief and social welfare, (vii) Forest and land reforms, (viii) Education, (ix) Food and suppliers, (x) Fisheries and animal resource Development. Generally, extension officers for different departments, are considered as Secretary of the Sthayeel Samities. But responsibilities have to be borne ultimately by the BDO himself for the proper execution of development programmes under his Block areas. For smooth running and supervision of the rural development programmes, the extension officer of panchayat, is to inspect and educate the gram panchayats under his jurisdiction.

The panchayat samity may constitute any other Committee subject to the approval or under any general or special direction of the state Government. The role of Sabhapati of the Panchayat Samity plays a vital role for the selection of beneficiaries under different schemes and allocation of funds to different gram panchayat within the block.

Similarly, the District Magistrate is the chief Executive of the Zilla Parisad. In addition, there is one full time Additional executive officer in the rank of Additional District-Magistrate. A senior state civil service (WBCS) officer acts as the Secretary of the Zilla Parisad. The Executive officer exercises General control over the officer and other employees of the Zilla Parisad. The entire administration of the Zilla parisad rests on him and he has to maintain the cooperation between the parisad, its committees and the other district development agencies as well as panchayat samities. Zilla Parisad holds the power to appoint engineers, surveyors, overseers, draftsmen, estimators, tubewell experts, medical officers. Compounders, drivers, storekeepers, stenotypists and clerical staffs etc. for carrying out the tasks original to Parisad.

The Zilla Parisad may appoint other officers and employees as it deems necessary.
with the prior approval of the State Government. For smooth running and overall supervision, there are different standing committees as there are in Panchayat Samity’s. The Zilla parisad may constitute other committee subject to the approval from the State Government.

Each ‘Sthayee’ samity consists of Sabhapati-exofficio, three to five elected parisad members and three Government officers appointed by the Government.

Each committee is to elect its own Chairman (Designed Karmadhyaksha). but the Sabhadhipati of Zilla parisad would ex-officio be the chairman of the committee on finance establishment, development and planning. The Secretary of the Zilla parisad is to act as the Secretary of all the Committees.

Sabhapati and Sabhadipati could be members of only two committees. Zilla parisad is the combination of Government officials and elected representatives of the people. The Directorate of panchayat at the State head quarter is headed by a Director of Panchayat who is an I.A.S. officer. He is assisted by a Joint Director, a Deputy Director, and an assistant Director. The community Development Department has been brought under the Ministry of panchayat and community Development. Both the departments have come under common command and control; This administrative responsibility will unify the objectives of both the departments and will also remove the evils of revelry between the two departments. It would also help to execute more rapid implementation of rural development Programmes. Administration structure of gram Panchyat level and Panchyat samities diagrammatically in the diagram. Organisation structure Gram Panchayat level is also presented in Diagram no.
CHART VI

Administration structure Gram Panchayat (under three tier Panchayat System)

GRAM PANCHAYAT LEVEL

1) PRADHAN
   Elected by the majority members of gram Panchayat

2) UPA PRADHAN
   Elected by the majority members of Gram Panchayat

Prodhan(s) is the head of the office of the Gram Panchayat level and is assisted by the elected members of the respective Gram Panchayat members towards all grass root development works. Basically all the annual palans are taken up in Gram Sansad meeting. All the Electors are the members of the Gram Sansad. Besides this there is a office at Gram panchayat consist of the following Govt. Employees.

- Secretary
- Job. Assistant
- Sahayak
- Karmee (Previously designated as Dafadar)

The main function of the Officer bearers are to maintain Accounts related to different heads and other Ledgers and Banking tran. Though its operator is Prodhan and different reports, returns, adjustment etc. are submitted to the Panchayat samity a Silla Parishad time to time. Moreover, there are some Sub-Committees at Gram Panchayat Level - which is general constituted by Branch Party members and Gram Panchayat elected members to look after the different development work in order to discharge assigned work smmothly.

All the Office bearers B.D.O. is the Executive Officer of the Panchayat Samity
   i.e. Block Development Officer

Similarly there is a office of the Panchayat Samity at Block Level

- Savapati
- Sahakari Savapati

Both of them are elected by the elected panchayat samity members of the entire Block Constituencies and all the prodhan is ex-officio member of the P.S. The Savapati is also assisted by the following Sthayee Samitics of Panchayat Level.
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<td>'o&quot; Paribesh</td>
<td>'o'Sambaya</td>
<td>krutī</td>
<td>Unnyan</td>
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<td>Ban 'o' Bhumis Sanskar</td>
<td>Kshudra Silpa-Bidyut 'o' Achira charit Sakty</td>
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Besides these there is the Block development Officer who is also to act as an Executive Officer of Panchayat Samity

- **Block Development Officer**
- **Joint Block Development Officer**
- **Extention staff**

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<td>(A-M)</td>
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<td>E.O.M.E</td>
<td>L.EOME</td>
<td>(Both block &amp; Panchayat Samity)</td>
<td>(Both block &amp; Panchayat Samity)</td>
<td>(Planning)</td>
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<tr>
<th>Accounts Clerk (CD)</th>
<th>U.D.C (Panchayat Samity)</th>
<th>L.D.C (Panchayat Samity)</th>
<th>Panchyat Clerk</th>
<th>Typist cum Clerk (Relief)</th>
<th>Typist cum- Clerk (Elec)</th>
<th>Typist cum- Clerk (R.W.P)</th>
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234
Both are elected zillaparishad members from Grams root Election the chaireperson, (i.e. Savadhipati & Sahakari Savadhipati) among their Elected members.

And assisted by Ten - District level sthavee samity like panchayat (p.p. see the stractural. panchayat level sthyee samity).

The above self Govt. is maintained by
(b) One z.p. Secretary from W.B.C.S (Exe) IAs.
(c) One WBAAS - to look into the

Moreover
There is a District Rural Development Agency (DRDA) to promote self employment programme and economic up Ciltmunt of both urban and rural peopel to under take different schemes supported by Central & state Financial assistances.
Panchayat (Raj) System and Rural Development

Introduction

In the preceding discussion, it has time and again been stated that the concept and percept of administration underwent revolutionary changes during last few decades. Management concept and process was introduced in administration since the POSDCORB framework was formulated and introduced by Luther Gullick. Of late, the need for introduction of management concept in rural development is increasingly realised for successful implementation of rural development programmes. The Centre for Management in Agriculture at the Institute of Management, Ahmedabad has been studying how the concept of management can be applied gainfully in rural developmental. It is now increasingly understood that the application of conventional management concept is not enough for successful implementation of rural development programmes. Administration of rural development, therefore, should be based on democratic norm for successful implementation of rural development programmes. It has already been stated that bureaucracy is not an appropriate agency for rural development. It can assist, it can coordinate but it can not develop the urge for development. The thirst for development must come from the local people. Bureaucracy can act as the medium of communication between various levels of democracy e.g. the centre, states and the local bodies, but the basic decision on how to develop and what to develop must be decided democratically. Rural development can not be reached at the expected level without the co-operation and participation of local people. For this reason, special emphasis has been given on Panchayati raj system for implementation of rural development programmes. However, the concept and functions of Panchayat, has substantially been changed. Panchayat are conventionally viewed as the office held by the elected representatives. This view is inconsistent with the role presently expected to be played by the panchayat in the implementation of rural development programmes. This has caused much confusion about the role and functions of Panchayats. According to Paipandikar, Panchayati raj comprises three sets of institutions working together which intend to enable the people of each area to develop by their own initiative. Panchayati raj is firstly elected representative bodies,
secondly it deals with popular movement like cooperative organisations and other voluntary agencies and thirdly it provides administrative and technical services which function at each level as a part of administrative and technical structure of the state. Therefore, present concept of Panchayat is very wide and comprehensive. Accordingly Panchayati raj constitutes the basic implementation machinery for the rural development programmes and plays a very significant role in the rural development working as the lowest rung of rural administration.

**Concept of Rural Development and the reason for Democratic Administration**

Development is actually a change and also change for betterment. Thus the process of development is the process of betterment of quality of life. It focuses on the very nature of life or the living conditions of the people. However, there are certain activities and conditions (life being free of hunger, free from disease which determine the nature of life). Nature of life ultimately depends on the functioning of an individual but well-being is an evaluation of such functioning. There are a number of criteria for assessing the well-being of an individual, e.g. income, access to means of production, access to public goods and services, whereas constituents of well-being are health, welfare and freedom of choice. In several speeches, Prof. Amartya Sen has highlighted the freedom and its different dimensions as an indicator of a development. However, attempts were made to identify certain criteria which ultimately would determine the state of well-being e.g. security of food and availability of jobs. These, however, constitute to the physical and mental wellbeing. Who defines these criteria and select the indicators of well-being and how the functions of individuals and complexities of rural livelihood are considered seem to be most pertinent questions concerning rural development.

If such criteria are determined by outsiders then question may be raised about the reliability from the point of individual whose well-being is considered. One of the important aspects of rural development is the awareness of the rural people. They themselves must think about their well-being. Participation and involvement of rural people in rural development
programme are urgently required for the success of rural development programmes.

In recent years it is highlighted that the indigenous knowledge system is regarded as an alternative model for sustainable development. It is the sum total of experience and knowledge of a given group that forms the basis for decision making in the face of similar and dissimilar problems and challenges these experiences may be applied for organisational activities of rural people. Of late, it is increasingly appreciated by policy makers, planners, administrators and academicians that without the active involvement and effective participation of people, rural development programmes can not be successful. Rather, any such programme which administered by any outside agency remains ‘exogenous’ to the rural community as such can adversely affect the results of such programmes. The administrative machinery imposed from outside may not be successfully in implementary rural programme. This has inculcated the importance of Panchayati raj in the rural development. Elected members of Panchayat are regarded as the true representative of rural people. Moreover, for greater involvement of rural people at large, Panchayat should arrange Gram Sabha, where all rural people of the gram panchayat should attend and participate in the proceedings. At present Panchayati raj institutions have been divested with all power and authority for planning and implementation of rural development programmes. The goals of policies are governed by what people desire.

In the context of the above discussion, it is asserted here that for effective implementation, all development programmes should be culminated into people’s programmes where government and/or other agencies merely participate, instead of prevailing view that government programmes are implemented without peoples’ participation. The role of government and non-government organisations should be limited to that of catalysts. This is largely possible and feasible if Panchayati institutions take the leading role in the rural development.

**History and Evolution of Panchayati System**

The existence of local bodies entrusted with the upliftment of rural people can be easily noticed if one examines seriously the development history of India. These bodies served
as local governments particularly had their activities confined to very small areas and performed some specific activities which were delegated to them. Instances of rural administration can be noticed even in the Vedic Age, as there is a reference to Gramini (Village leader) in the Rigveda. Therefore, the concept panchayat system is not new in India rather it has been in vogue long ago. However, the village bodies of by gone days were as powerful as the panchayats of recent time, as they were endowed with power and authority to take measures for economic development, to resolve not only local problems but also domestic and family affairs of the people, and to take initiative for the fulfillment of the hopes and aspiration of the people and to make them socially healthy and prosperous. However, these bodies can not be called local governments in the light of our present concept of local government. Local government, today we mean the actual participation of the rural people in the management of their own affairs. According to Professor Laski, it is the “Government of the people, by the people and for the People”. It deals with matters which concern the inhabitants. There is no doubt that this was the beginning of the modern panchayati system.

But after independence, attempts were taken to change the social and economic conditions of the rural people. Accordingly, the role of institutions of local democracy was emphasised in 1948. The Grow More Food Campaign (GMFC) which was originally launched in 1943 in the wake of the Bengal famine, was re-viewed by the Thakurdass Committee and following its recommendations, the campaign was reoriented in 1950-51. In 1952, the Government of India appointed the Grow More Food Inquiry Committee under the Chairmanship of Sri V.T. Krishnaniachari to evaluate the campaign. One of the important recommendations of the committee was to set up an agency for extension of rural work which would reach every farmer and assist in the coordinated development of rural life. It was in this background and experience that Community Development Programme (CDP) was first introduced on 2nd October, 1952 to bring change for better living standard by increasing higher income. The successfully implementation will reflect in society by changing standard of education, agriculture and also standard of life.
Soon after the creation of the new Ministry of Community Development in January, 1957, the Government of India appointed a committee under the chairmanship of Balwantary Mehta to study the working of CDP and make appropriate suggestion for its improvement. The committee recommended the formation of a three-tier system of local government which subsequently christened as Panchayati raj by Pandit Jawaharlal Nehru. At the grass roots or village level should have village Panchayat samities to be set up at middle or block levels and at the district level, Zillia Parishad were to be formed. The committee recommended that the decentralised administration system should be under the control of elected bodies. Subsequently the National Development Council (NDC) in January 1959 approved the three-tier structure of Panchayati raj institutions recommended by the Mehta committee. The NDC also affirmed the objectives behind the introduction of democratic institutions at the district block and village levels and suggested that each state should work out the structure which suited its conditions best.

This new Panchayati raj system was first introduced in Rajasthan and Andhra Pradesh in 1959, followed by Assam, Tamil Nadu and Karnatak in 1960, Maharatra in 1962, Gujarat and West Bengal in 1963 and 1964 respectively. In West Bengal a three-tier one with larger gram panchayat was introduced from its earlier four-tier structures in 1978. In fact, the policy of decentralisation was sincerely introduced by the Left Front Government of West Bengal since its installation in June, 1977. Prior to 1977, such rural institutions were almost at a morbid stage. Many of these were defunct or superseded. It has already been referred to that the most important administrative organ for rural development at present in West Bengal appears to be the Panchayat raj system. More and more power and authority have been consistently divested to this body not only for economic transformation of rural economy of India but also for social and cultural upliftment of the rural people. As a result panchayat institutions become the heart throb of rural activities. At present one can hardly think village life without the existence of panchayat activities. In West Bengal, Panchayats have been playing multidimensional role in the socioeconomic change of rural sector. It is pertinent, therefore, to refer to the panchayat raj
system in any discussion of rural development of West Bengal. Moreover it will be rational to start this study, which is to deal with rural development, with the discussion of Panchayat raj system in West Bengal. However it is intended to discuss here the basic reasons for giving greater emphasis on panchayati system in the transformation of the rural life in India as well as West Bengal before embarking on the functions, roles and activities of these rural institution.

It has already been stated that to relate the planning process to local rural needs and aspirations, the Left Front Government has introduced the principle of decentralised rural development planning. At present 50 percent of the Annual Plan expenditure in the state is decided at the district and block levels. District Planning Committees (DPC) and Block Planning Committee (BPC) have been constituted to bring together Panchayat members, other elected representatives and the concerned officials (of the Government of West Bengal) in November, 1992. As such a scheme for decentralized resource mobilization in the district level to make decentralised rural planning successful under the aegis of Panchayat raj system was introduced in West Bengal. In the implementation of land reform programme of the Left Front Government, the Panchayat raj has played an important role. The Left Front Government considers panchayats as the instrument of struggle for fighting against the vested interest and launching battle for implementation of an alternative development model. It is also promised that through panchayat elections the power will be decentralised and only with organised force of the village poor and middle class, the task of establishing the power of the people and curbing that of administrators, officers etc. could be carried out. The perspective on Panchayat of Left Front Government of West Bengal is quite different from general perspectives which usually emphasises the Panchayat as nonpolitical institutions devoted primarily to rural development. This terms the panchayats in West Bengal out and out politically motivated institutions with several vices that arrest not only rural development but create many other problems, However, many more difficulties may arise when Panchayat raj is taken to mean only the elected bodies, with their focus more sharply on power and functions than on trust and responsibility. This, moreover, leads to failure on the part of elected representatives to distinguish the function of deliberation from that of execution.
The law of this country gives to the public servants the power to enforce and execute within the broad decisions taken and rules formulated by the representative bodies. This is imperative for effective performance in panchayats. But, in West Bengal this has not been followed. The elected representatives interfere in every sphere of activities of panchayats. This has affected not only the efficiency but also the normal activities of panchayats. It may be referred to here the observation of Dauglas Ensminger on the working of panchayati system in India. According to Ensminger, Panchayati raj is today credited and damned for having accelerated rather than solved village conflicts and for bringing activity involved in party politics". The situation in West Bengal is further escalated by the Political involvement in Panchayats than what perceived by Ensminger

In 1977, Left Front Government, wresting the power of State Administration, too arranged for Panchayat Election in West Bengal after a long period of 16 to 19 years, The Act of 1973 had also been amended by the Left Front Government in 1978 for enforcing the three-tier system in place of four-tier system of Panchayati raj system. As a result of the revival of Panchayati raj into a democratic form much endeavour and enthusiasm was seen among the rural mass. All classes of rural people expected something new from the Panchayats, As a result they involved and participated in Panchayati activities. Accordingly rural people became more and more dependent on panchayats. This continued for about ten years and then enthusiasm is gradually started drying up. Today, after twenty years of panchayat administration by the Left Front Government, the situation has completely changed and reached such a point that the people are reluctant to spare their time even in the most important activities of the panchayats. At present all sorts of village work are to be done by the panchayat but these are performed mainly with the help of a few job workers without direct involvement of common rural people. But before 1978, the village people used to volunteer their time and energy for different activities of rural development programmes under the leadership of elected representatives of panchayats. Now, both the planning and implementation of developmental or constructive works in the villages are done only by such few people who are closely associated with elected representatives of the
particularly by their Job assistants and job workers whose names have been enrolled in the register of the panchayat. However, the panchayats in West Bengal have been continuing the basic functions in spite of unending socioeconomic barriers. No doubt, within this period of twenty-four years of administration by the Left Front, Panchayats in West Bengal have been responsible for socioeconomic changes in rural community in West Bengal. The performance though not upto the growing expectation was well appreciated.

After the panchayat election 1978, four successive panchayat elections were held in 1983, 1988, 1993 and 1998. In each election CPI(M) proved that it is the major leading political force in West Bengal, as it secured on an average 60 percent to 65 percent seats in each election. As a result it has firmly established unquestionable superiority and unchallenged authority in the autonomous administration in West Bengal. The role of the National Congress and other political parties is significant in the panchayats as they have been very meagre representation in the local bodies. For this very reason, authoritative attitude of the ruling Front in general and CPI(M) in particular was gradually and distinctly manifested. Within the democratic structure of administration the basic fabrics of democracy (involvement of general public) being gradually weakened day by day turned into a type of ‘Group Democracy’ which signifies the existence of democratic participation within a particular group only instead of extended participation of the whole masses. As a result the role of representatives of all other political parties except ruling Front in particular and rural people in general have become less important and insignificant. At present, contact with the common people by the Panchayat bodies has come down. In many cases the meetings of Gram Sansad was not held due to lack of adequate participation of local people ‘People’s institution’ has been converted into the ‘Bureaucratic Institution’. Panchayat bodies are run by only a few persons, some of them are elected representatives who represent a particular party and others are enlisted job workers who are generally the cadres of the ruling party at village level and are led by the panchayati leader of the concerned level.

Lastly, popular participation, albeit seems to be the basic requirements of panchayat institutions, can only be seen at the time of panchayat election. So, popular participation in
panchayat's function is generally absent, except at the time of panchayat election. This is the most undesirable aspect of Panchayati system in West Bengal. As a result these public institutions have again turned into a bureaucratic Organisation. Nonetheless, village people are still dependent on the Panchayat for the solution of their individual, family related and social or communal problems. This may only has enabled panchayat bodies to maintain its relationship with the common people. At present, the role of common people in panchayat system are: First, to attend the panchayat (political) election; and secondly, to appeal for resolving any problem or to pray for any financial and non-financial aids from the panchayats. The panchayat institutions accomplish the village development works solely without the involvement the common people. This has really been weakening the fabric of panchayats in West Bengal through lowering its democratic ideal, depreciating its administrative morality, and lowering down its standard of functioning. Another reason for unsatisfactory performance seems to be the reluctance on the part of panchayats to examine and evaluate the performance and review the plans formulated and decision taken for the rural development. Accounts and records of panchayats are not usually maintained properly. The progress made in creating assets and generating employment under different rural development programmes are neither periodically examined nor reviewed. Even the funds sanctioned by the Central Government for different poverty alleviating programmes are not been fully utilised. This has been the experience in West Bengal during the last few years.

Different authors have recently expressed their views on this issue namely the failure on the part of panchayats to implement different development programmes launched for rural development. According to Debabrata Bandyopadhyay, former executive director of Asian Development Bank, the panchayats in West Bengal were “violating the constitutional mandate”, while speaking at a UGC sponsored seminar at the Department of Economics, Vidyasagar University, West Bengal on the 13th September 1999. Mr. Bandyopadhyay observed that panchayats could not play any significant role in development and planning in the state though
the constitution has empowered the local bodies through Article 243 G and 243 V after 73rd and 74th amendments. These articles have empowered the Panchayats to prepare and implement economic programmes in their respective areas. But in West Bengal panchayats are often busy in selecting only the beneficiaries of different development programmes.

Mr. Bandhyopadhyay regretted that even in 20 years 'the panchayats have not been able to prepare resource maps which are essential prerequisites for decentralised planning. In Kerala, Bandyopadhyay observed that the farmers already had mapped the natural resources (tree, water, land etc.) in more than 900 gram panchayats by involving village school teachers and government employees. Prof. Ratan Khasnobis of the Department of Business Management, Calcutta University while participating at the said seminar lamented that the Left Front Government in West Bengal could not advance an inch to break the deep rooted colonial legacy of bureaucracy. In the preceding page we have submitted a brief social, economic and history background of Panchayati raj system in West Bengal. On the basis of the discussion we shall analyse the present implementation machinery of rural development programmes.
References


(2) Paipandikar, V.A.; Development Administration in India, Macmillon Company Ltd, Delhi, 1974, P.3.


(4) Sen, Amartya. —


(9) Dauglas, Ensminger; (1972) Rural India in Transmission (All India Panchayat Parishad, March 1972), P - 4
### Three Tier Panchayet Authority

**(I)**

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<tr>
<th>Village level</th>
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<tr>
<td>Upo-Prodhani</td>
<td>Job. Assistant</td>
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**(ii)**

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<td>Accounting wing</td>
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Shayee Samiti: Elected member + Govt. officer has no voting right.

Member of Zila parishad:

(a) Sabhapati of Panchayet Samity is the member of Zilla Parishad.

(b) All decision of the Shayee Samity are sent to general Meeting of Zilla Parishad for approval.

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<td>S.A.E.S</td>
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<td>Work ASST.</td>
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BURDWAN DISTRICT

Name of the Project - IRDP:

The implementation of IRDP is being made following the I.R.D.P. manual. There is survey list containing the families. The gram sansad/Gram Panchayet select the beneficiaries out of these listed families and send the list to the Banks in triplicate for inspection, which is done by the Banks. Panchayet and the administration at Block Level. The BDO and Sabhapati, Panchayet Samity gives order to officers and person to implement this schemes with help of Gram Panchayets, Bankers and Govt. Officials, Gram Sebaks etc. The Block levels credit and Recovery Committee (B.C.R.C.) substituted in place of I.R.D.P. sub-committee monitors the whole execution and evaluation.

The B.D.O.s and the district administration also monitor the evaluation. Project Officer DRDA with his APO(M), APO(Cr.), APO(Tn) and APO(W-D) and also Accounts officer have the control over the financial management of Govt. subsidy fund its proper utilisation and grounding of projects.

Therefore, the implementation machinery is good.

State Level -- State Govt.

District Level -- D.R.D.A.

Savadhipati -- President

Karmadiyaksha/D.M.- Vice President

District Level Officers -- Member

P.O.D.R.D.A. -- Member—Convenor
### B.C.R.C

**Block Level**

- **Sabhapati** -- President
- **B.D.O. and Executive Officer** -- Member/Convenor
- **All Prodhans** -- Members

**Block level Officers**

- **Bank Managers**
- **Gram Panchayet** -- Gram Level
- **Gram Sansad**

### Field level machinery

**INDIRA AWAS YOYANA:**

Machinery from top to bottom (Panchayet and rural Development Dept.)

*State Government*

- **Zilla Parishad** -- District Level
- **Panchayet Samiti** -- Block Level
- **Gram Panchayet** -- Gram Level
- **Gram Sansad** -- Village level/field level

Machinery- Good.

Selection of beneficiaries are made by the Gram Sansad meeting. The Prodhans calls the meeting attended by the elected members and the villagers attend the meeting or their comment and selection of beneficiaries. Panchayat Samity forwards the list of beneficiaries to banks for subsidies and loans. Zilla Parishad allocates the fund to Panchayat Samity to execute the Schemes.

*There are committees at District level by the sabhdhipati, Block level headed buy the Sabhapati and also Tender Committee headed by the S.D.O. Thus there is interlinkage between the panchayet system and the Government machinery at all level.*

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JAHar ROJGAR JOJANA
JAHar GRAM SMRidHI YOYANA(from 01/4/99)

Panchayet & R.D. Department
Zilla Parishad -- District level

Panchayet Samiti

Gram Panchayet

GramSansad

The allocated fund to Zilla Parishad by the State & Central Govt. is allotted to the Panchayet Samity. Gram Panchayet, following the Jahar Rozgar Yoyana given by the Govt. The fund is allocated as follows:

70% to the Gram Panchayet.
15% to the Panchayet Samity.
15% to the Zilla Parishad.

The fund allocated to Gram Panchayet and Panchayet Samity on population basis. There are certain norms of utility of the fund in Road sector, Social forestry sector, SC/ST individual schemes etc.

Planning, Formulation and Implementation
Different Stages:

For the development of an area, for the better economic condition of all people with the best utilisation of funds available alongwith local resources, a good planning is required. Method of planning has now been changed. The principal of planning from the top has now become absolute through the process of decentralised planning. Rural appraisal is now the best method of planning and it is the very sharpen weapon in the process of decentralised planning through the grass-root level participation.

Now the planning is formulated at the Gram Sansad level. Annual action plan is proposed by them giving priority work at their level. The rural masses take part in the grass-root. And they finalise their plan their demand on priority basis. This plans then gets the shape at Gram Panchayet level. Then Block/Panchayet Samity makes their plans at Block level and ultimately the Zilla Parishad prepares the Annual Action plan. The Municipalities prepare their plan for development in the urban area.

Now Annual Action plan is sent to the District Planning committee. The Block level planning is finalised by the Block Planning Committee headed by the Sabhapati, Panchayet Samity.

The District Planning Committee headed by the Sabhadhipati, the D.M. is the member Secretary, the District level officer, Karmadhyaksha of Zilla Parishad, Sabhapatis of Panchayet samity, Chairman of Municipalities are all member of the District Planning Committee.
The District plan is finalised in this committee in consultation with the DPCC. The District Planning and co-ordination council District Minister is the Chairman of the DPCC. If there are more than One minister in the District, the Chairmanship will be shared rotationally.

Thus the planning is now from village level and finalised at District level and approved in the D.P.C.C. The State Planning Board has pertinent role to the process of making the district plans.

PLANNING

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       Gram Sansad
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         |       |
         |       |
     Rural Member | Elect | Panchayet
         |       |
  (Representative) |       |
         |       |
     Gram Panchayet
            |       |
     Panchayet Samity
             |       |
     Block Planning Committee
             |       |
     District Planning Committee(D.P.C)
             |       |
     State Planning Board (State Govt.)
```

Now how this plan is implemented. The evaluation of works through the process of decentralised Planning is done at the Gram Sansad, Gram Panchayet. The office bearers to Gram Panchayet.

1) PRODHAN – The Public representative is the Chief executive at Gram Panchayet level. There is one Gram Panchayet Secretary and one job assistant to assist the Prodhan. The other elected members also help for execution. The division of work development wise is made among the members of the Gram Panchayet.
PRODHIAN (Elected)

Grant Panchayat employees
(Govt. Official)  -----  Secretary  ---  Other members (elected)

-----------------------------

Job Asst.

Block - Panchayet Samity

Govt. B.D.O. - Ex-officio  Elected

Executive Officer  Sabhapati

Panchayet Samity  Saha-Sabhapati

Other extension officers and staffs  Karmadhaksha

Members

The co-ordination is through the process of work in the Panchayet Samitis where both Govt. officials and peoples representative and members work together.

DISTRICT ADMINISTRATIVE SET UP (BURDWAN)

ADMINISTRATION LAW & ORDER

D. M.  D. D. O.
(Power)
(Dist. Collect. Election Officer)

A.D.M. (General)  A.D.M. (Dev.)  A.D.M. (I.A)
A.D.M. (Z.P)  Nurul Absar  Sri Nikhil Kr. Sahana  M.A.
Subrata Biswas  W.B.C.S.  W.B.C.S.
Alam  
I.A.S.

Executive and different
Section headed by Dy.
Magistrate and Dy.
Collector, Officer-in-Charge.

S.D.O. the sub-divisional Head.

1. General Establishment  -- (S.R.D.C.)
2. Nazarath  -- (N.D.C.)
3. Judicial  -- (O.C.Jm)
4. Court matter  -- (O.C.R.M)

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5. Transport -- (R.T.O)
6. Dev. Planning -- (Dist. Planning Office)
7. Panchayet -- (Deptt. Of Panchayet & Rural
8. Treasury -- (Treasury Officer from Audit
and asct. Service)

Similarly, S.D.O. has the structure in the sub-division.

S. D. O.

Dy. Magistrate
Magistrate-in-Charge of
some Deptt.
in the District the Law
and Order authorities.
S. P.

Incharge of
some Deptt.

Incharge of
Some Deptt.

T. O.

Addl. S. P.

D.S.P. (HIP)
D.S.P. (DEB)

D.S.P. (DIB)

RURAL DEVELOPMENT

D.R.D.A.
Parishad

Zilla

Institution Finance and Subsidy based.
Samity

Panchayat

Gram Panchayat

J.R.Y.
(Jawar Rojgar Jojana)

E.A.S
(employment Assurance
Scheme)

I.W.S
(Indira Awas
Scheme)

M.W.S
(Million Wells
Yojana Scheme)

(Roads, Culture, Forestry, Electricion etc.)
RWS -- Rural Water Supply Schemes.
MNP -- Minimum Needs Programmes.
AWSS -- Accelerated Water Supply Schemes.
DUDA -- District Urban Dev. Agency.
SUME -- Schemes for Urban Micro Enterprise.

60% -- Labour/Wages.
40% -- Material.

40% -- Labour/Wages

60% -- Material

Municipal area.

Nehru Rojgar Yojana.

DISTRICT ADMINISTRATIVE SETUP

(District Collector, Election Office) D. M. – Name

<table>
<thead>
<tr>
<th>ADM (General) (Z.P) (Subrata Biswas, IAS)</th>
<th>ADM(DEVE) (Nurul Alam, W.B.C.S)</th>
<th>ADM(L.A.) (Nikhil Kr Sahana, W.B.C.S)</th>
<th>ADM (M.A. Alam, I.A.S.)</th>
</tr>
</thead>
</table>

S. D. O. (The Sub-divisional Head)

1. General Establishment -- (Gr. D.C.)
2. Nazirath -- (N.D.C)
3. Judicial -- (O.C.J.M)
4. Court – matter -- (O.C.R.M)
5. Transport -- (R.T.O)
6. Development planning -- (Dist. Planning Officer)
7. Panchayet -- (Dept. of Panchayet & Rural Dev. Officer)
8. Treasury -- (Treasury Officer)

Similarly S.D.O. has the structure as in the Sub-division

S. D. O.

Dy. Magistrate in-charge of in-charge of T.O

254
<table>
<thead>
<tr>
<th>Subdivision</th>
<th>Departments</th>
<th>Magistrates</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. North</td>
<td>Aushgram-I + II, Bhatar, Galsi-II, Burdwan-I + II.</td>
<td>6</td>
</tr>
<tr>
<td>2. South</td>
<td>Raina-I + II, Khandagosh- I, Jamalpur, Memari-I + II.</td>
<td>6</td>
</tr>
<tr>
<td>4. Kalna</td>
<td>Monteswar, Purbasthali-I + II, Kalna-I + II.</td>
<td>5</td>
</tr>
<tr>
<td>5. Durgapur</td>
<td>Galsi-I, Kanksa, Faridpur-Durgapur, Pandabeswar, Andal</td>
<td>5</td>
</tr>
<tr>
<td>6. Asansol</td>
<td>Raniganj, Barabani, Salanppur, Jamuria</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>31</td>
</tr>
</tbody>
</table>

D.S.P
Addl. S.P.

D. S. P. (HCP) (DEB)

Each subdivision has 4 and also more than 4 officer i.e. 2nd, 3rd, 4th, T.O. etc. who central the office as Deputy Magistrate who are under the 6 D.O.S.

Each office in the District has also the following infrastructure on the basis of decentralised Authority system:

Office Superintendent
Head Assistant
U.D. As'
L. A. As' Typist

Group – D/Night Guard/ Store keeper.
S.D.Os are subordinates to A.D.M. and D.M

D.M. is the controlling officer of all W.B.C.S(Exe)

Posted in the District.

(c) The audit of Gram Panchayet is conducted by the EOP of Panchayat Audit and Accounts Officer. There Is no statutory Audit Programme by the qualified chartered Accountant.

Educated Unemployed Youths
Rate of subsidy in IRDP
Class – VIII -- Age – upto 35 years.
TRYSEM TRAINED

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>16000/-</td>
<td>16000/-</td>
<td>7500/-</td>
</tr>
</tbody>
</table>

Subsidy is kept in the Subsidy Reserved Fund for the locking period which is different for different Group 5 (Five).

<table>
<thead>
<tr>
<th>Project cost.</th>
<th>Bank Loan.</th>
<th>Subsidy.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.50 lakhs</td>
<td>2.50 lakhs</td>
<td>1.25 lakhs (maxi.)</td>
</tr>
</tbody>
</table>

Repayment in 60 suitable installments.

- **Annual Income**: $4000 - 11000/-
- **A**: 0 - $4000/-
- **B**: 40001 - 6000/-
- **C**: 6001 - 8500/-
- **D**: 8501 - 11000/-

40-60 Families – Gram Panchayet Selects from survey list
Gram Panchayet then send the list to Bank concerned and Panchayat Samity.

D.M. and the P.O. (DRDA)

NSAP - National social assistance Programme.
It includes the following three programmes.

- **a)** Old age (pension) - Central 75%, 25%.
- **b)** Maternity benefit Schemes – Rs. 300/- grant before delivery.
  (up to 2 children)
- **c)** Accidental benefit
  - Normal death Rs. 5000/-
  - Accident death Rs. 10000/-

Sanctioning Authority – S.D.O.

Integrated Dairy Development Programme.

North: Sadar North - Pradut kumar Biswas (W.B.C.S)
  Ausgram-I+II, Bhatar, Galsi II,
  Burdwan - I+II

South: Sadar South- Tapan Biswas (W. B. C. S)
  Raina - I+II, Khandaghost, Jamalpur,
Memari -I + II.

Katwa : Manyalkote, Ketuparam -I + II, Katwa -I + II.

Kalna : Monteswar, Pandaveswar, Kalna - I +II.

Durgapur-Faridpur : Galsi, Kanksha, Faridpur, Durgapur, Pandaveswar, Andal

Asansol : Raniganj, Barabani, Salanpur, Jamuria.

B.D. O - Executive officer, Panchayet Samity- Extension Officer

E.O.P - Internal Audit of Gram Panchayet Preparation of

Executive officer, Panchayet Samity.

Joint B.D.O - Joint Executive officer Panchayet Samity.

Audit Accounts Officer.

S.A.A.O

Panchayet Samity- Internal.

In the Dev. Side the district has the District Planning committee as discussed before.

All Depts. and Panchayet are merged in the samities as well as in the D.P.C in Planning process and the

execution authority are the gram panchayet at field level in some schemes, the other Depts. such as P.W.D, P.W.D

(Roads), Electricity, Industry, Relief, Education etc., all works in the field in close Collaboration with the

panchayet

for their approved schemes D.P.C.

Therefore, responsibility of rural development is certainly not only or panchayet but also of all Govt. Officials working

to rural development. This programme is to be included in close co-operative and advice of Panchayets i.e. public

representative. Process of planning starting from Grams Sansad to D.P.C.C has been explained.

1) Plans are implemented by the Panchayets as schemes are allotted to them. The Govt. Deptt. Are also the including agencies their plan is also approved in the D.P.C.

2) The machinary and Administration systems has been discussed. The panchayet set up at 3 tiers are executing various schemes direct or linked with poverty alleviation and wage employment for the rural poor.
The other Deptts. are executing their works as resolved in the Sthayee Samity and D.P.C.

3) AS PER Proper guidelines, the plan are prepared through PRA method. The PRA means the active participation on the rural people, similarly executing of guidelines is also made through this process.

**Beneficiary Committee**: That is the direct involvement of the people in the village. The beneficiary committees will have to check all the projects of the work to be executed. The technical guidance will be given by the officers S.A.E. Engineering wing of Zilla Parishad for panchayat works the other work is to be executed with the technical systems of Zilla Parishad, if they have no technical support.

But till date there is communication gap between the public and many department as to the mode of execution of work at field level.

Thus through the process of PRA and formation of beneficiary committee public or beneficiary are associated or involved in the process.

Role of elected representatives have been discussed they are members of different committee where the planning is finalised. They are the main stream or comprehension of execution of work. In West Bengal, the peoples representatives are playing the most vital role in planning process and execution of schemes.

The role of Govt. Officials have been discussed. The different Govt. official prepare plan provisional place it in the D.P.C At District level and at BPC at Block level for approval. Then execute the plans. The Govt. officials are the organs of implementation of plan etc.

The Public opinion and local resources are emmerged into account through the process of P.R.A. i.e:-participatory Rural appraisal. The most important aspect of the part is the active participation of the people to offer their opinion and to fetch out the availability of local resources and also to make priority of their immediate necessity. Thus mud-based planning is prepared through the process of PRA.

The activities of different authorities/Govt. Deptt. Are co-ordinated in the Sathayee Samity. The 10 (ten) Sathayee samity at Zilla Parishad and Panchayet Samity cover all the Deptts. The Depts head at District level in the member of the Sathayee Samities of the Sub-head and Block level head of the various Deptt are the members of the Sathayee samitis at Panchayet Saamiti i.e it Block level.

Till date no direct linking of Govt. officials at Gram Panchayet level through the Sathyace Samity or Subcommittees like Zila Parishad level or Panchayat Samities level it have yet been setup. The panchayet samity cover the whole area or jurisdiction and guide the G.P.S with advice its.

Moreover, therefore the process or DPC/DPCC and Govt. officials are interlinked are working in best co-ordination with proper communication.

Moreover inspite of best efforts there are some gaps between the panchayet system and the Govt. officials. THE Spirit of co-ordination is necessary because of communication gap. There may be some voluntary on the part of the Govt.Officials to work in harmony with panchayets but after 20 years of panchayet in the new system the allitiudinal change has been place and co-ordination and communication have been properly emphasised at all level.

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There will be non-co-ordination, if the other people representation are changed. Their educational standard motivation and consciousness about the whole system is to be developed. The individuality is to be changed in the collectiveness and the spirit of self dedication ideology but negative attitude is to be removed through proper education motivation etc.

The Govt. officials will have to change their attitude. They have to develop belief to work in the consultation with the elected members, involving masses. Details are to be disclosed. Contractor system is to be abolished.

Contd....

### Staff Pattern of Rural Development Agency

**District- Burdwan, W.B.**

| P.O. (R.D.A.) NAME: Utpal Kr. Bhattacharyya (W.B.C.S.- Executive) |
|---|---|---|---|---|
| (1) | (2) | (3) | (4) | (5) |
| A.O | A.P.O(M) | A.P.O (W.D) | A.P.O(CR) | A.P.O |
| (Accounts officer) |

(1) A.O. - Accounts and Audit Services.
   Name- Mr. Patit Paban Bag. (W.B.A.& A.S)
   Object - Accounts and Audit Services.

(2). A.P.O (M)- Assistant Project Officer.
   Name- Mr. SUMIT HALDER (W.B.C.S-executive)
   Object- Manned by West Bengal Civil Services Monitoring and Planning.

(3) A.P.O (W.D) - Assistant project officer (women development).
   Name- Lilanjana Dasgupta (W.B.C.S.-Executive)
   Object- DEVELOPMent of women and Children in Rural Areas (Lady officer)

(4) A.P.O (G) : Assistant Project Officer (credit)
   Name- Maitrayee Das Gupta.
   Object- For Banking Loan and Co-operation Services (Lady officer)

(5) A.P.O (TRYSEM):- Assistant Project officer (TRYSEM)
   Name- Vacant (At present A.O. is the Object- Manager (Credit and Monitoring of Districts Industries Centre (DIC))
DISTRICT RURAL DEVELOPMENT AGENCY

-------------- Registration under societies Act.

-------------- D. R. D. A. - an autonomous body.

- a Registered society.

Under Registration of Society Act.

Memorandum of Understanding (MOU)

DRDA (Administrative)

Governing Body:

i) Chairman /President /Bhabhishpati (Zilla Parishad)

ii) Vice-Chairman/Vice-President / D.M

iii) P.O - Project officer. EX-officio Secretary

DRDA

P.D. -Project Director - Not in West Bengal

iv) General Body - An Executive Committee.

General Meeting:- Once in a year.

Ordinary meeting - 2/3 in a year.

Other Staff in the office (D.R.D.A)

<table>
<thead>
<tr>
<th>POST</th>
<th>NAME</th>
<th>NOS.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Head Clerk (Cum-Accountant)</td>
<td>Debabrata Pramanik</td>
<td>1</td>
</tr>
<tr>
<td>2. Accountant</td>
<td>Radha Das Maity</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sojol Roy</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Depali Nandan</td>
<td></td>
</tr>
<tr>
<td>3. U.D.Clerks</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>4. L.D.Clerks (including typist)</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>5. Investigetors</td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>6. Statistical Assistant</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>7. Group -D (including Night Guard)</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>8. Driver</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>9. Steno-Typist (P.A to project officer)</td>
<td></td>
<td>1</td>
</tr>
</tbody>
</table>

IRDP (Projects)

1) TRYSEM:- Training of Rural (unemployed) Youths for Self employment.

2) IMPROVED TOOLKITS: Rural Articians Rs.2000/- 10% to be given by the Artisans.
TOOL KITS : Rs.800/- toolkit is given to each TRYSEM Trainee after completion of Training.

Procuring of IRDP Loan case steps therefore.
➢ Joint Inspection on the list submitted by the Gram Panchayat.
➢ Finally list approved in the joint Inspection (Banks, Panchayats, Blocks)
➢ Application in the prescribed form.
➢ Filled up Application and sent to Panchayet Samity.
➢ Panchayat Samity will send these filled up and completed forms to the Banks.
➢ Banks then sanction the Bank Loan and send the application to D.R.D.A for approval to get subsidy.
➢ After approval D.R.D.A send the applications to Banks for disbursement of loan.
➢ Bank disburse the loan to the beneficiary on identification by the Gram Panchayat members/Prodhans within 30 days from the date of approval.

Rice from Paddy (Front end subsidy system)

<table>
<thead>
<tr>
<th>Project cost.</th>
<th>Bank Loan</th>
<th>Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td>10,550/-</td>
<td>SC/ST</td>
<td>-</td>
</tr>
<tr>
<td>14,000/-</td>
<td>SC/ST</td>
<td>-</td>
</tr>
</tbody>
</table>
| 14,000/-      | Gen       | -       | 10,000/-

Back end subsidy system (1.4.96)

<table>
<thead>
<tr>
<th>Project cost.</th>
<th>Bank Loan</th>
<th>Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td>14,000/-</td>
<td>SC/ST</td>
<td>14,000/-</td>
</tr>
<tr>
<td>14,000/-</td>
<td>Gen</td>
<td>14,000/-</td>
</tr>
</tbody>
</table>

Subsidy to be kept as deposit in the Bank in the subsidy resumed

Fund for the localing period.

**60 installments -repayment of loan and be made to get subsidy.

S.F.P.P. : Special Food production programme.

** Minor Irrigation Scheme.

Minor irrigation scheme for individual, group beneficiaries.

MIP - (Prime Minister grant)

Pumpset, shallow, tubewell, sumarshible for individual, group beneficiaries.

At least 5/five families will form the community.

D.P.A.P. = Draught prone area programme.

M.P.S. = Local area Development Fund.

All processing are made in the Development section of the D.M. Final release order or fund as per scheme

Are made by the D.M. and order sent to the P.O. DRDA to release fund which released through joint operation.

J.R.Y (100%)

<table>
<thead>
<tr>
<th>Read/Culture</th>
<th>Social forestry.</th>
<th>Water schemes</th>
<th>I.W.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td>35%</td>
<td>15%</td>
<td>25%</td>
<td>25%</td>
</tr>
</tbody>
</table>

Prime Minister Rojgar Yojana

District Industries Centres.

SCP/TSP - a) Sub plan for Schedule Caste.

District Manager. b) Tribal Sub Plan.


Project officer - Welfare official SC/ST.
### Three Tier Panchayat Authority

**(I)**
- **Village Level**
  - Prodhian
  - Upo-Prodhian
  - Member

**Elected Machinery for administration.**

**Govt. officer.**
- Secretary
- Job. Assistant

**Worker of Panchayet**

**Elected Member**

**(ii)**
- **Block Level**
- Sabhapati
- Saha-Sabhapati
- Karmadhaksha (10) Members

**Govt. officer**
- B.I.O
- E.P.O

**Govt. Officer**

**Zilla Parishad**

**Elected Member**

**Decision making**
- Savadhipati
- Saha-Savadhipati
- 10 Karmadhaksha Members

**Govt. Officer**
- D.M., Exoffice E.O
- A.D.M & A.E.O
- Secretary

**Dy.Lecy**
- Engineering wing
- Accounting wing

**Sthayee Samiti:**
- Elected member + Govt. officer has no voting right.

Member of Zila parishad.

(a) Sabhapati of Panchayet Samity is the member of Zilla Parishad.

(b) All decision of the Sthayee Samity are sent to general Meeting of Zilla Parishad for approval.

**Zilla Parishad**

<table>
<thead>
<tr>
<th>Engineering</th>
<th>Accounting</th>
</tr>
</thead>
<tbody>
<tr>
<td>D.E</td>
<td>Ex. Engineers</td>
</tr>
<tr>
<td>A.E</td>
<td>S.A.E</td>
</tr>
<tr>
<td>S.A.E</td>
<td>Work ASST.</td>
</tr>
</tbody>
</table>

---

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### Table No. 1

**IRDP (Financial target achievement)**


<table>
<thead>
<tr>
<th>Name of Bank</th>
<th>Agriculture &amp; Irrigation</th>
<th>Animal Husbandry</th>
<th>Pisciculture</th>
<th>Industry Service &amp; Business</th>
<th>Total subsidy @Rs.in.lac.</th>
<th>Loan involved</th>
</tr>
</thead>
<tbody>
<tr>
<td>S.B.I</td>
<td>1657</td>
<td>1775</td>
<td>328</td>
<td>2566 1864</td>
<td>8190 142.77</td>
<td>279.18</td>
</tr>
<tr>
<td>B.G.G.</td>
<td>1601</td>
<td>2059</td>
<td>417</td>
<td>3074 2426</td>
<td>9577 166.95</td>
<td>326.46</td>
</tr>
<tr>
<td>U.C.O.</td>
<td>714</td>
<td>855</td>
<td>192</td>
<td>1171 1068</td>
<td>4000 69.73</td>
<td>136.35</td>
</tr>
<tr>
<td>U.B.I.</td>
<td>339</td>
<td>410</td>
<td>56</td>
<td>783 489</td>
<td>2077 36.21</td>
<td>70.80</td>
</tr>
<tr>
<td>C.B.I.</td>
<td>214</td>
<td>304</td>
<td>54</td>
<td>403 259</td>
<td>1234 21.51</td>
<td>42.07</td>
</tr>
<tr>
<td>A.B.</td>
<td>504</td>
<td>639</td>
<td>143</td>
<td>817 696</td>
<td>2799 48.79</td>
<td>95.41</td>
</tr>
<tr>
<td>B.O.I</td>
<td>545</td>
<td>799</td>
<td>99</td>
<td>926 686</td>
<td>3055 53.26</td>
<td>104.04</td>
</tr>
<tr>
<td>B.O.B.</td>
<td>22</td>
<td>93</td>
<td>32</td>
<td>119 42</td>
<td>308 5.37</td>
<td>10.50</td>
</tr>
<tr>
<td>P.N.B.</td>
<td>98</td>
<td>126</td>
<td>15</td>
<td>165 167</td>
<td>571 9.96</td>
<td>19.46</td>
</tr>
<tr>
<td>O.B.C</td>
<td>189</td>
<td>206</td>
<td>45</td>
<td>330 259</td>
<td>1029 17.94</td>
<td>35.08</td>
</tr>
<tr>
<td>I.B</td>
<td>51</td>
<td>108</td>
<td>18</td>
<td>112 98</td>
<td>387 6.75</td>
<td>13.19</td>
</tr>
<tr>
<td>U.B.</td>
<td>277</td>
<td>224</td>
<td>24</td>
<td>208 271</td>
<td>1604 17.50</td>
<td>34.22</td>
</tr>
<tr>
<td>CANARA BANK</td>
<td>105</td>
<td>83</td>
<td>23</td>
<td>296 157</td>
<td>664 11.58</td>
<td>22.64</td>
</tr>
<tr>
<td>SYNDICATE BANK</td>
<td>12</td>
<td>8</td>
<td>-</td>
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JOURNALS AND PERIODICALS

1. Annual Action Plan (Burdwan District) — 91-92
2. Annual Action Plan (Burdwan District) — 93-94
3. Annual Action Plan of JRY (Burdwan District) — 94-95
4. Annual Report (Ministry of Rural Areas And Employment) — 95-96
5. Annual Action Plan for the works (Revised) Burdwan District — 95-96
6. Annual Action Plan (Burdwan District) — 96-97
7. Bardhaman Charcha – Published by Shyamal Chakraborty
11. J.R.Y. (Functional Guidelines ), Rural Development Department, Govt. of West Bengal, 1993.
14. National workshop of Project Director’s, July-August’ 94, Ministry of Rural Development Govt. of India.
### Table no. 3

No. of IRDP Schemes in different Sector

**BURDWAN**

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### TRYSEM Table- no. 4

Performance of TRYSEM programme in the period of Sixth, Seventh and Eighth Five Year Plan for the financial year 95-96, 96-97, 97-98, 98-99

**BURDWAN**

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