Training Module for SLMTs on LSDGs: Theme 8: Village with Good Governance

(Ensuring benefits of development under various schemes and responsive service delivery to all residents of GP through Good Governance)

Meeting in process, Jharkhand. Photo: Nityanand Rai

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Foreword

In our pursuit of sustainable development and the realization of the United Nations' Sustainable Development Goals (SDGs), the localization process plays a pivotal role. It involves careful consideration of thematic targets and indicators at the local level, integrating them into our local planning efforts. The significance of localized SDG targets cannot be overstated, as they serve as guiding beacons for Panchayats in formulating and executing their Gram Panchayat Development Plans (GPDP). The successful implementation of these plans is crucial for achieving the SDGs by the year 2030.

One of the key focus areas under Localized SDGs is Theme 8 – Village with Good Governance. Good Governance is of great significance in making PRIs functional and efficient. The concept of Good Governance encompasses Transparency, Accountability, Compassionate Responsibility/Responsiveness and maximum Cooperation/Participation of citizens. Now a days Village of Good Governance is getting momentum in India both in concept and practice as PRIs ensure benefits of development under various schemes and responsive service delivery to all residents of gram panchayat through Good Governance. Thus Village of Good Governance is an integral part of sustainable development goals.

As an esteemed apex training institution, the National Institute of Rural Development and Panchayati Raj (NIRDPR) is taking a proactive role in empowering State-level Master Trainers (SLMT) through Training of Trainers (ToT) sessions. These SLMTs, in turn, will impart knowledge and skills to District and Block-level Master Trainers, following a cascading approach. The primary objective of these training sessions is to equip Panchayati Raj Institutions (PRIs) with the expertise to meaningfully align GPDPs with SDG targets, fostering effective and impactful local development.

In pursuit of standardizing learning material, we are pleased to present the comprehensive module on Theme-8 Village with Good Governance, developed by Dr.S.K.Sathyaprabha, Assistant Professor of the Centre for Panchayati Raj, Decentralized Planning, and Social Service Delivery (CPRDP&SSD) at NIRDPR. This module is divided into five parts, encompassing the Training design, Session-wise FAQs, Session-wise learning material, MCQs for pre and post-training evaluation, and links to videos related to Theme 8.

We are confident that this module will prove to be an invaluable resource for the Faculty of NIRDPR and the SIRDPR during the training of Master Resource Persons on Theme 8 of Localization of SDGs. Together, let us march forward on the path of progress, leaving no village behind, and realizing the vision of a better, inclusive, and sustainable world.

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1. Background:

Sustainable Development Goals, are a set of global objectives established by the United Nations to address various social, economic, and environmental challenges faced by the world. They were adopted in September 2015 by all 193 UN member states as part of the 2030 Agenda for Sustainable Development, which provides a shared blueprint for peace and prosperity for people and the planet. The SDGs build upon the Millennium Development Goals (MDGs), which were a set of eight goals established in 2000 to tackle issues such as poverty, hunger, and disease. However, the SDGs are more comprehensive and encompass a broader range of concerns, aiming to achieve a more inclusive and sustainable future for all.

The Ministry of Panchayati Raj (MoPR), Government of India, has advised that all Capacity Building & Training initiatives for Panchayati Raj Institutions (PRIs) must take place centering on Sustainable Development Goals (SDGs). PRIs being the nearest institutions to villagers are best placed to design and implement locally relevant policies aligned to the SDGs. It is expected that PRIs can link the National/State goals and targets with local communities and achieve sustainable development through effective Panchayat Planning, particularly GPDP.

The Expert Committee constituted by the MoPR on Localization of SDGs (LSDGs) recommended 9 Thematic Areas along with local targets and indicators (as stated summarily in the following table). It is envisaged that the 9 Themes would lay the foundation for vision of PRIs for local level planning to mainstream and achieve the LSDGs. It is expected that these themes would help PRIs to adapt, implement and monitor SDGs in their areas. It is also expected that the LSDGs would guide PRIs in formulation of comprehensive GPDP (as well as BPDP & DPDP) and, on the other hand, proper implementation of Panchayat Plans would deliver on SDGs.

सशक्त पंचायत सतत् विकास

2. Objectives of the Training Programme

(1) To develop a common understanding among SLMTs about the background and context of LSDGs for their attainment through Theme-based Panchayat Plans.

(2) To enhance their understanding about various concepts related to poverty and poverty alleviation, their interconnectedness and relevance of the concepts to the lives of villagers in the context of 'Poverty-Free and Enhanced Livelihoods Villages' and roles of Panchayats in achieving the goal.

(3) To guide them on how to identify the problems faced by socio-economically vulnerable populations and find out ways and means of potential solutions to the problems.

(4) To enhance their understanding about available resources and convergence potentials towards Theme-8 and to expand the horizon of their vision on how to plan for 'Village with Good Governance' through Panchayat Plans, particularly GPDP.

(5) To develop a common understanding among them about the responsibilities of SLMTs in developing capacity of Trainers down the line through cascade mode.

3. Outcomes Expected from this Training Programme

It is expected that this residential Training will enrich the SLMTs with substantial capacity (in terms of knowledge, awareness, attitude, skills and self-confidence) about the rationale and policy of thematic approach to mainstreaming of LSDGs in Panchayats, particularly GPs, and about the issues related to Village with Good Governance as well as the interventions required for making it better. It is also expected that they will deeply understand their own roles and responsibilities and the tasks to be performed by them including grooming of the Trainers down the line and developing appropriate learning materials in the local language to suit multi-level stakeholders.

4. Duration: 3 Days

5. Engagement of Stakeholders

Identify and engage relevant stakeholders, including government officials, policymakers, NGOs, private sector representatives, academia, and civil society organizations. Involving a diverse group of stakeholders ensures a holistic approach to addressing the SDGs.

6. Training Design

The training of trainers on Localization of SDGs on Village with Good Governance Theme is designed to impart knowledge, attitude and skills incorporating training methodologies like lecture, brainstorming, group discussion, self-learning activities etc. This three days training is structured with ten modules as follows:

❖ Module 1: Localization of SDGs and Village with Good Governance Theme
❖ Module 2: Good Governance: Overview, 5 Pillars of Good Governance in existing government schemes & Principles and features.
❖ Module 3: Good Governance and Gram Panchayat and Issues related to Good Governance in villages

- ❖ Module 4: Local Indicator Framework (LIF) in achieving Good Governance
- ❖ Module 5: Technology Driven Good Governance in Villages
- ❖ Module 6: Planning for Good Governance (GPDP Cycle)
- ❖ Module 7: Monitoring of Developmental Progress ensuring Good Governance (data needs and data source)
- ❖ Module 8: Preparation of GPDP on Village with Good Governance Theme
- ❖ Module 9: Preparation of Dummy GPDP
- ❖ Module 10: Presentation Preparation of Dummy GPDP

7. Session Plan

The following is the model session plan for a 3 days of ToT for State level Master Trainers. The timing of the training can be altered based on local situation, learning needs and profile of the participants.

Session	Duration	Session Objectives	Content
Day 1			
Session 1	60 Min	Inauguration of the Training Programme.	• Registration, Self-introduction • Introduction, norms setting and expectations of the participants; • Sharing design of the training, its objectives and matching it with the expectations of the participants;
Session 2	60 Min	Training Facilitation skills-	• Training Methodology & Pedagogy
Session 3	75 Min	Localization of SDGs and Village with Good Governance Theme.	• SDGs in India • Localization of SDGs and its presents status • Need for Localization of SDGs in PRIs context • Linkage between LSDGs and Village with Good Governance Theme
Session 4	75 Min	Good Governance: Overview, 5 Pillars of Good Governance in existing government schemes & Principles and features	• Overview of Good Governance and their application and relevance • Principles of Good Governance • 5Ts of Good Governance with respect to LSDGs and their correlation • Mapping available schemes, programs and resources for Good Governance
Session 5	75 Min	Gram Panchayat Issues related to Good Governance in villages	• Issues faced in service delivery • Preparation of measures to overcome the above problems/issues in service delivery (Suggestions)

Session 6	75 Min	Local Indicator Framework (LIF) in achieving Good Governance	• Local Indicator Framework (LIF) and its targets • Targets for GPs based on SDGs • Good Governance – 5Ts based targets and indicators for GPs based on LSDGs:
Day 2			
	30 Min	Recap of day -1 learning	
Session 1	75 Min	Technology Driven Good Governance in Villages	• Usage of technology for public service delivery • Asset,financial management and public service delivery portals • E-Governance Platforms - Service Plus • e-gramswarj • Citizen centric services • GIS • Online Public Grievance redressal • Kerala's Model- Integrated Local Governance Management System (ILGMS)
Session 2	75 Min	Planning for Good Governance (GPDP Cycle)	• Incorporate the priority actions into GPDP cycle • Priority setting for respective villages for preparing GPDP plans • Situation analysis • Discussion in Gram Sabha and special Gram Sabha including Gram Sabha by traditional local bodies • Activities • Resources • Timeline • Implementation and monitoring
Session 3	75 Min	Monitoring of Developmental Progress ensuring Good Governance (data needs and data source)	• Strengthening monitoring systems for Good Governance Village • Systems for monitoring-Standing committees, Working groups, Monitoring committees, Gram sabha • Official level- ERs and Officials • Community level- Social audit of each institutions of the villages, Special Gram Sabha

Session 4	75 Min	Preparation of GPDP on Village with Good Governance Theme	• Components of Master GPDP - Activities& Description, Target, Duration, Funding, Source etc • GPDP focusing on Good Governance of LSDGs on the basis of Local Indicator Framework (LIF) • e-Gramaswaraj portal
Day 3			
	30 Min	Recap of day 2 learning	
Session 1 & 2	150 Min	Group work on model GPDP on theme 8	• Draft Dummy GPDP with Good Governance theme.
Session 3 & 4	120 Min	Group Presentation	• Essential components GPDP on Village with Good Governance theme by mutual presentations • Understanding the practical difficulties and suggestions in preparing GPDP
Session 5	45Min	Concluding remarks and Valediction	

8. Training Modules

The training module prepared for this theme include Training Design , Session wise FAQs, learning material, MCQs and links to reference material and video films etc.. The material is premised on creating a friendly learning environment, conducive for self-reflection. The content is organized in a logical and structured manner to support effective knowledge transfer.

9. Programme Schedule for 3 Days

Programme Schedule	
Time	**Title**
Day 1	
9.30 a.m - 10.00 a.m	Registration & Inaugural Address
10.00 a.m - 10.30 a.m	Ice-breaking
10.30 a.m - 10.50 a.m	Pre-Assessment
10.50 a.m -11.10 a.m	Setting Norms
11.10 a.m - 11.30 a.m	Trainee's Expectations
11.30 a.m - 11.45 a.m	Tea Break
11.45 a.m -12.00 p.m	Training Background & Layout
12.00 p.m -1.15 p.m	Localization of SDGs & Village with Good Governance Theme
1.15 p.m - 2.00 p.m	Lunch Break

2.00 p.m - 2.15 p.m	Energizer
2.15 p.m - 3.30 p.m	Good Governance: Overview, 5 Pillars of Good Governance in existing government schemes & Principles and features.
3.30 p.m - 3.45 p.m	Tea Break
3.45 p.m - 5.00 p.m	Good Governance and Gram Panchayat and Issues related to Good Governance in villages
Day 2	
10.00 a.m - 10.15 a.m	Recap
10.15 a.m - 11.30 a.m	Local Indicator Framework (LIF) in achieving Good Governance
11.30 a.m - 11.45 a.m	Tea Break
11.45 a.m -1.00 p.m	Technology Driven Good Governance in Villages
1.15 p.m - 2.00 p.m	Lunch Break
2.00 p.m - 2.15 p.m	Energizer
2.15 p.m - 3.30 p.m	Planning for Good Governance (GPDP Cycle)
3.30 p.m - 3.45 p.m	Tea Break
3.45 p.m - 5.00 p.m	Monitoring of Developmental Progress ensuring Good Governance
Day 3	
10.00 a.m - 10.15 a.m	Recap
10.15 a.m - 11.30 a.m	Preparation of GPDP on Village with Good Governance Theme
11.30 a.m - 11.45 a.m	Tea Break
11.45 a.m -1.00 p.m	Preparation of Dummy GPDP
1.15 p.m - 2.00 p.m	Lunch Break
2.00 p.m - 2.15 p.m	Energizer
2.15 p.m - 3.30 p.m	Presentation on GPDP on Village with Good Governance Theme
3.30 p.m - 3.45 p.m	Tea Break
3.45 p.m - 4.45 p.m	Presentation on GPDP on Village with Good Governance Theme
4.45 p.m - 5.15 p.m	Summarizing the Learnings and Way forward - Feedback & Valedictory

10. Training Approach

The participants are given basic introduction to the theme and relevance of SDGs to plan for achieving the targets. Local indicators framework enable the Gram Panchayats to understand the programmatic and financial priorities. The targets are placed in a right based frame to prepare GPDP. Each GP has to identify action points related to the theme as suggested by the MoPR for formulating GPDP. Opportunities for reflection and action planning is provided to ensure participants can apply the knowledge and skills gained during the training. The facilitators will employ various strategies and techniques to engage learners to ensure their understanding and retention of the material.

11. Training Methodology

The training methodology will essentially be participatory and interactive, combining various methods like small presentations followed by discussion, brainstorming, experience sharing, group work, case studies, short videos/ films etc. The resource person will facilitate the process of learning through building on existing knowledge and skills of participants. It combines elements of instructional psychology, adult learning principles, and effective communication to deliver impactful training programs. After conducting ToT for SLMTs the respective SIRDPR will take the responsibility for grooming the trainers down the line and developing appropriate learning materials in the local language to suit multi-level stakeholders.

12. Conducting the Training Programme

The training facilitator takes charge of the programme and follows a broad sequence

a) Introduce the training programme with overall session plan as per schedule

b) At each stage of the content delivery adopt an interactive methodology and participatory styles to ensure that , the quality of delivery is not get diluted as it gets cascaded

c) Begin each sub-session with a predictive question to the participants related to the expected outcome of that sub-session. The indicative questions are given in FAQs which the facilitator can ask, the participants to discuss in groups and note down key points.

d) Make a brief presentation covering the topic and then the session could be opened for discussion and experience sharing for conceptual clarity on the subject.

e) Encourage participants to share positive as well as negative experiences from field

f) While organizing field training to elected representatives on LSDGs certain themes could be delivered in an immersive mode through engagement with a village. This will help the learners absorb a lot of theory naturally, which may not be explored otherwise, as few people spend time with the reading material. Experiential learning/immersive learning would motivate the learners to actually bring out the desired impact on the ground.

g) Conduct a recapitulation session at the beginning of day 2 & 3 for the participants to reflect on the previous day's learning

13. Guidelines for Training Facilitators

The facilitators may follow the following guidelines

a) Ensure the training arrangements are OK and functional by visiting the training venue in advance

b) Before commencement of the training session refer to learning material, FAQs and the relevant guidelines on the theme for presenting the subject matter in sequence within the stipulated time

c) Be proficient and know the subject matter related to the theme. Read widely beyond the information provided in the training module

d) Where possible share views with co-facilitators or other people conversant with the subject matter

e) Prepare own power point presentations, and other audio-visual support aids based on the content in each topic .Before commencement of the session ensure that all the training materials are in place and ready to be used

f) Be prepared to handle any training related problems as they arise in the course of the training.

g) Minor changes/innovations can be made in the content as per local needs and time-spills

h) etc.

i) Have a positive attitude about the training, the participants and other co-facilitators.

j) All the salient points that featured in the previous day's session shall be briefly highlighted before beginning of day session for consolidation of learning.

14. Assessment and Evaluation

The progress of learning of the participants will be assessed by conducting online a pre-test before the beginning of the training program and a post-test at the end to measure participants' knowledge and understanding of the subject matter. Comparing this scores can indicate the progress made during the training.

VOL-2: Learning Material
Theme 8: Village with Good Governance

Chapter 1: Localization of SDGs and Village with Good Governance Theme

1.1 Objectives:
- To know about Localization of SDGs and its presents status
- To comprehend the linkage between LSDGs and Village with Good Governance Theme

1.2 Expected output: To have an overview about the Localization of SDGs and Village with Good Governance Theme.

Duration: 75 minutes

Module Plan

Sl.No	Time	Topic/Theme	Contents	Methodology	Material Required
1	5 mts	Pre-Session Assessment	Multiple Choice Questions	Hand Raising	LCD Chart paper Marker
2	30 mts	SDGs in India	• Present Status and achievement • Progress made by India towards attainment of SDGs	Brainstorming Interactive Lecture	LCD PPT
3	25 mts	Need for Localization of SDGs in PRIs context	• linkage between LSDGs and Village with Good Governance Theme	Brainstorming Interactive Lecture	LCD PPT
4	5 mts	Post-Session Assessment	Multiple Choice Questions	Hand Raising	LCD Chart paper Marker
5	10 mts	Summing up	Session Learnings	Interactive lecture	LCD

1.3 Introduction

India along with 193 countries signed the declaration on the 2030 Agenda for Sustainable Development, comprising of 17 Sustainable Development Goals (SDGs) at the Sustainable Development Summit of the United Nations in September 2015. India recognises that the 2030 Agenda for Sustainable Development constitutes a fitting framework that calls the attention of every nation, to the challenges of building a sustainable future for the planet and all its life, while offering an opportunity to seek consensus and collaborative action.

1.4 SDGs in India – Present Status and achievement

India, with the world's 17 per cent of the population, has a considerable responsibility to global SDG achievement. Today the country is facing multiple challenges in the social, economic and environmental fronts. SDG framework provides an opportunity for developing innovative

solutions to address these challenges in a time bound manner. Given the federal structure of governance in India, States and local governments are crucial to country's progress, as they are best placed to put people aspiration and need at the forefront. States and local governments also play a pivotal role in implementing development programmes and are essential stakeholders if the SDGs are to be realized in India, as well as globally. To coordinate all the SDG efforts at the national level, NITI (National Institution for Transforming India) Aayog acts as the nodal institution along with the key nodal and associate Ministries at the Central Government.

India is committed to implement the SDGs. Much of the country's National Development Agenda responding to national priorities and needs is mirrored in the Sustainable Development Goals (SDGs). In this effort, towards integrating SDGs into country's on-going national and sub-national policies and programs, at national level, NITI Aayog has mapped the SDGs with centrally sponsored programs of different Central Ministries/Departments.

In view of the complex nature of the SDGs, and the need to regularly measure progress across the 169 global targets, a set of 232 distinct global indicators has been identified by the United Nations for monitoring the progress of SDGs and associated targets. The progress of different countries and multifarious Reports on SDGs and latest news on SDGs can be seen at https://www.un.org/sustainabledevelopment/progress-report.

In keeping with the necessity to stay focused and move towards achieving the outcomes, Government of India started working on a robust monitoring and evaluation framework of nationally defined indicators to measure progress across States and of the country. Ministry of Statistics and Programme Implementation (MoSPI), GoI developed a National Indicator Framework (NIF) in 2018 consisting of 306 national indictors, along with identified data sources and periodicity following due consultation process with concerned Ministries/Departments, UN Agencies and other stakeholders, that also provided the Baseline data for the year 2015-16 across the indicators for which data source was available.

NITI Aayog has taken the lead by bringing out the SDG India Index – Baseline Report 2018, to further benchmark the position of States and UTs and the Targets to be achieved in a set of 62 priority Indicators from the NIF with identified data sources and periodicity showing how SDGs will be measured in India. The Baseline Report of the Sustainable Development Goals (SDG) India Index, comprehensively documents the progress made by India's States and Union Territories towards implementing the 2030 SDG targets. This has been followed by the SDG India Index 2.0 for 2019-20 with 100 indicators, and the SDG India Index 3.0 with 115 indicators for the year 2020-21. At national level, National Statistical Office and nearly 30 data source Ministries/Departments are involved in the process of providing data on SDGs. MoSPI coordinates with these line Ministries for institutionalizing the data flow for SDG indicators and brings out the Sustainable Development Goals - National Indicator Framework Progress Report. Detailed list of indicators is provided on the MoSPI's website that can be referred at https://mospi.nic.in/nationalindicator-framework.

1.5 Progress made by India towards attainment of SDGs so far

The Sustainable Development Goals - National Indicator Framework Progress Report, published by the Ministry of Statistics and Programme Implementation, GOI and the SDGII 3.0 brought out by NITI Aayog, (as well as the earlier years reports of NITI Aayog and MoSPI), highlights the progress made so far in the journey of SDGs. The Reports also show the evidence of progress of States and UTs in India towards achieving the SDGs and associated targets using a composite score based on their overall performance across multiple goals, as well as goal wise and indicator-based progress along with ranking of the performance of States/UTs based on their achievements across SDGs. NITI Aayog's SDG India Index played a key role in driving the SDG agenda in India. The results of the ranking are highly publicized and has raised awareness on SDGs on many levels – within government, media, researchers, private sector and civil society organizations.

The National Institution for Transforming India (NITI Aayog) was established to drive cooperative federalism. This has caught the attention of Nation and States, not only to perform better, but drawn attention to the SDGs and its targets, what global and national issues call for action, and what are areas for States to address for their performance improvement. The SDGII has brought in competitive federalism as well.

The latest Reports published in 2021 highlights composite, State/Ut wise and Goal wise progress, some of which are mentioned:

- The composite score for India improved, from 60 in 2019-20 to 66 in 2020-21. This indicates that the country overall has progressed forward in its journey towards achieving the SDGs.
- Nine Goals drive the positive push - 3 (good health and well-being), 6 (clean water and sanitation), 7 (affordable and clean energy), 10 (reduced inequalities), 11 (sustainable cities and communities), 12 (responsible consumption and production), 13 (climate action), 15 (life on land), and 16 (peace, justice, and strong institutions), where India has scored between 65 and 99.
- Two goals - 2 (zero hunger) and 5 (gender equality) demand special attention, as the overall country score is below 50.
- The SDG India Index 3.0 score for the States ranges between 52 and 75; for the UTs it belongs to the 62 to 79 band.

Further, the focus of SDGs on equality, inclusion, justice and the core principle of "Leave No One Behind" makes the participation and contribution of States in the pursuit of SDGs an imperative. The States of India reflect the enormous geographic and demographic diversity as well as socioeconomic disparities.

The SDG India Index shows wide disparities across States and disparities in target achievements as seen through the indicators. Many States have existing schemes that have had impact on the outcomes as seen through the indicators. States have also started looking at

policy, planning and implementation especially around the indicators that show low performance. States have evolved State Indicator Framework guided by NITI Aayog and Mops. Some States have also evolved District Indicator Framework and few also the Block Indicator Framework. Many States have brought out the Vision Document on SDGs for the State, Annual Status Report, and are preparing a variety of documents across goals, departments and issues.

The commitment of the Government of India to achieving the Sustainable Development Goals can be realised if actions at the national level are complimented by such and more initiatives of the State governments and the Union Territories (UTs) given its federal governance structure where most of the functions that have a bearing on SDGs fall within the purview of the sub-national / state governments.

The SDGII shows the disparities and reiterates the importance of localised approaches. Further, the focus of SDGs on equality, inclusion, justice and the core principle of "Leave No One Behind" makes the participation and contribution of States and sub-state level units, institutions and all stakeholders in the pursuit of SDGs an imperative, so as to reflect the enormous geographic and demographic diversity as well as socio-economic disparities.

Such disparities call for planning, budgeting, implementing and monitoring of development programmes at the sub-State level taking into account diverse economic, social and environmental factors. While the SDGs are global, their achievement will depend on the ability to make them a reality in constituent States, cities, districts and villages. Localisation of SDGs is essential for achievement of SDGs.

1.6 Need for Localization of SDGs in PRIs context

With its emphasis on poverty eradication, food security, health, education, gender equality, access to water and sanitation and employment, SDGs necessarily remain connected to integral goals of rural development. Considering the importance of rural development in achieving SDGs by 2030, it is appropriate to highlight that Panchayati Raj Institutions (PRIs) with their emphasis on inclusive development, ensuring social justice and deepening democracy will have to play a significant role in realising the SDGs. Further, many of the SDGs targets are within the purview of the 29 subjects devolved to the Panchayats under the Eleventh Schedule. Besides, the Gram Panchayat Development Plan (GPDP) makes necessary institutional arrangements for planning inclusive development of Panchayats to achieve the SDGs. Integrating the GPDP with the SDGs will provide opportunity in achieving the goals which are directly or indirectly linked to Panchayats. Promoting greater understanding about the SDGs among the Master Resource Persons and Panchayat Functionaries will help the Panchayats to link planning with the measurable targets to achieve holistic development. As regards to the PRIs, India has a tradition of strong local governments. PRIs in rural areas are provided with substantial financial devolution under the award of the Central Finance Commissions. The Ministry of Panchayati Raj is supporting village-level PRIs in planning and implementing development initiatives in their respective areas. The national development agenda covering the SDG framework guides the capacity building of the PRIs as well as the actual planning

process to achieve the objectives of SDGs. PRIs are an integral part of the post-2015 development framework process in terms of the framing and implementation of the SDGs. Role of PRIs is vital and key requirement to localizing SDGs in India. There has to be clear acknowledgement and definition of the role of local government, which needs to be emphasized with a focus on the following:

- Strong intergovernmental relations between the central, provincial/state and local governments, and clarity of rules for and functions of even the national ministries, such as water, health, and education, is imperative for the successful localisation of the SDGs.

- Development at the local level can be supported by strong public-private partnerships. Critical to the process is enabling legislation and local accountability mechanisms for effective implementation.

- In collaboration with the national government and other key local stakeholders, local government can appropriately manage responses to challenges and work jointly with other levels of government and stakeholders to enhance the resilience at the local level.

- Local government associations are critical in providing a platform for local and intergovernmental relations, as well as critical capacity-building activities of good practice and training. This role should be supported and strengthened to facilitate localisation of the SDGs.

- There should be a concerted effort to enhance the quality of local human resources, political leadership, management and technical capacities of local government to mobilise local resources, deliver services and engage citizens in planning and decision-making, with a focus on the most excluded.

- Strategic planning at the local level promotes key critical areas, social, economic and environmental, which are in fact the three dimensions of development. Integrated and inclusive local development planning involves all the key role players and stakeholders and is an important instrument in promoting ownership and facilitating sustainable development and ultimately enhancing service delivery at the local level.

- It has been pointed out that public investments and national planning should play a pivotal role in contributing to the localising of the development agenda.

In this context, PRIs are expected to develop positive linkages and, more importantly, ensure the required alignment with national policies and develop strategies to ensure a greater response to local needs and demands. There has to be a well-structured and coordinated public governance system to ensure that the SDGs are attainable and achievable particularly in developing countries.

1.7 Localization of SDGs and Village of Good Governance

Ensuring benefits of development under various schemes and responsive service delivery to all residents of GP through Good Governance Localization is at the core of SDG implementation strategy. It is widely accepted that the achievement of the 17 Sustainable Development Goals depends on effective governance arrangements at all levels.

Admittedly, while local level governance in PRIs is still evolving in India, the institution is today affected and induced by various practices not conducive to delivering what it was envisaged for or is capable of, due to also being in the milieu of a whole structure of systemic issues that call for change. The Panchayats are more endowed with agency functions than the statutory functions as envisaged under 73rd Constitutional Amendment Acts. Even the functioning of the Panchayat in India, more in scheduled areas needs a structural change as it does not have much effective powers to levy tax, and therefore it is dependent on the State Government for financial assistance.

Further, the devolution of powers requires political will. We need to encourage the process to be more effective through policy correction and reforms.

Not with standing, there have been great strides taken in improving implementation of various asset creation programmes and schemes in rural areas. MIS apps / portals are already in operation to measure, compare and ascertaining status of progress of various flagship programmes being implemented at GP level. To strengthen e-Governance in Panchayati Raj Institutions (PRIs) across the country, Ministry of Panchayati Raj (MoPR) has launched eGramSwaraj, a user friendly web-based portal and gram manchitra, providing geotagged assets created under select schemes. e-GramSwaraj and gram manchitra aim to bring better transparency in decentralized planning, progress reporting and work-based accounting. Transparency is one of the 5 Ts for Good governance. Using the 5T pillars can be a game changer for leading reforms and achieving outcomes.

1.8 Teamwork

Teamwork can be defined as the ability of team members to work together, communicate effectively, anticipate and meet each other's demands, and inspire confidence, resulting in a coordinated collective action. Good teamwork describes groups that can communicate effectively and constructively to solve problems. Teamwork is a skill that can strengthen and unify your business, project or department. Groups that support one another encourage participation and accept others' ideas often see positive benefits, like increased productivity and better work environments.

1.9 Technology

Over a period of time, India has a progressively and perceptively paved way for development in the field of Science and Technology. Information technology has ensured that a policy decision taken by the Government can be quickly executed and implemented across the country. A number of Government services including public services are being delivered at doorstep with the help of technology.

1.10 Time-Line

Timeline is essential to demonstrate a sequence of actions within a particular time interval. It is helpful in both the ways to organize the work and holding accountable for completing the work. It encompasses the task to accomplish with a clear direction and priorities. The progress

can easily be tracked with better management of time. Moreover, it will create a responsible attitude among the functionaries and beneficiaries to get done the task among the given timeline.

1.11 Transparency

Transparency is government's obligation to share information with public, especially connected to schemes, programs, policies directly and indirectly impacting. It means that Government officials act openly and public are allowed to access information on Govt. policies and actions. Right to Information facilitates demand for transparency in public administration. Transparency in the public administration (i.e. systematization of the process) has to be implemented in terms of both public and the system.

1.12 Transformation

The last but not the least, the pillar Transformation has its own explanation. It is a derived connotation and followed all the aforementioned four pillars i.e.- Teamwork, Technology, Transparency and Time-line. In this stage the institution will see the changes, success, above all the transformation and the incremental standard of the beneficiaries and stakeholders. Transformation leads to building up of an Eco system in facilitating Social, Political and Economic empowerment along with addressing the issues of Social Justice and entitlement.

1.13 Interlinkages of Good Governance Village with Respect to Other SDGs

Good governance is clearly linked with Goal 16. Other interconnected goals are Goals 1,2,3,4,5,6,8,9,and 10, which are highly oriented to achieving SDGs for vulnerable and marginalised groups, and basic services.

A set of Targets and Indicators have been evolved around the 5 T pillars, to understand them in perspective and work with them towards Good Governance in the Panchayat.

1.14 Test your knowledge – Fill up the blanks

1.   Ministry of Panchayati Raj (MoPR) has launched _____, a user-friendly web-based portal and gram manchitra, providing geotagged assets created under select schemes.

2.   _____facilitates demand for transparency in public administration.

3.   _____makes necessary institutional arrangements for planning inclusive development of Panchayats to achieve the SDGs.

4.   Pillars of Transformation are_____, Technology, Transparency and Time-line.

5.   Role of _____is vital and key requirement to localizing SDGs in India.

Chapter 2: Good Governance: Overview, 5 Pillars of Good Governance in existing government schemes & Principles and features

2.1 Objectives:
- To give an overview of Good Governance and their application and relevance
- To understand the 5Ts Pillars of Good Governance
- To map the available schemes, programs and resources for Good Governance
- To understand Good Governance and its principles

2.2 Expected output: To make the participants aware about the significance of good governance and its linkage with development schemes.

Duration: 75 minutes

Module Plan

Sl. No	Time	Topic/Theme	Contents	Methodology	Material Required
1	5 mts	Pre-Session Assessment	Multiple Choice Questions	Hand Raising	LCD Chart paper Marker
2	10 mts	Governance and Good Governance	Definition	Brainstorming Interactive Lecture, collective participatory learning	LCD Chart paper/Cut cards Marker Pin board (Note:1)
3	10 mts	5Ts of Good Governance with respect to LSDGs and and their corelation	Team work Technology Time line Transparency Transformation	Brainstorming Interactive Lecture	LCD Chart paper Marker Pin board (Note: 2)
4	20 mts	Mapping of available schemes and programmes	Government & Other Agencies/ Central and State Schemes	Brainstorming Interactive Lecture	LCD Chart paper Marker (Note: 3)
5	20 mts	Principles of Good Governance	Participation Rule of law Transparency Responsiveness	Brainstorming Interactive Lecture Individual activity	LCD Chart paper Marker

			Consensus oriented Equity and inclusiveness Effectiveness and efficiency Accountability Strategic vision		Pin board (Note: 4)
6	5 mts	Post-Session Assessment	Multiple Choice Questions	Hand Raising	LCD Chart paper Marker
7	5 mts	Summing up		Interactive lecture	LCD

Note 1: The facilitator will ask the participants "What is governance? What is the importance of Good Governance?" The facilitator will group the answers and consolidate the discussion. Finally, define the term "Governance as well Good Governance".

Note 2:
- The facilitator will ask the participants to list the issues in the 5Ts of Good Governance.
- The facilitator lists all on chart paper

5Ts of Good Governance	What are the issues?	Gram Panchayat Action Points
Team work		
Technology		
Time-line		
Transparency		
Transformation		

- Once the activity is over, the facilitator has to speak about the 5Ts in Good Governance in detail as per the PPT and link it with Localisation of Sustainable development Goals.
- The facilitator can tell that there are different ways of understanding Good Governance from the perspectives of Gram Panchayat - Teamwork, Technology, Timeline, Transparency, and Transformation.

Note 3: The facilitator will brainstorm along with group on the specific programmes and schemes available for the good governance at different levels and explain further with the help of PPTs

Note 4:
- Introduce the 9 principles of Good Governance with the help of PPT and handbook.
- For example, Participation – Gram Sabha participation in the preparation of GPDP.
- Detailed explanation of 9 principles of Good Governance with supportive PPT.
- Ask for examples of Good Governance and write them on chart paper/flip chart. The Facilitator will categorize the answers as below:

Good Governance activities (by participants)	Connected Principle/Principles of Good Governance
1.	
2.	
3.	

2.3 Definition:

Good Governance is of great significance in making PRIs functional and efficient. The concept of Good Governance encompasses Transparency, Accountability, Compassionate Responsibility/Responsiveness and ensuring maximum Cooperation/Participation among different ministries and departments of the govt. to provide effective services to citizens. PRIs are supposed to undertake the responsibility of providing basic services to citizens at the grassroots level. Thus, Good Governance becomes integral to their proper execution of all the programme and schemes of the Govt. at grassroots level.

2.4 Significance Good Governance in development:

With Good Governance, Government facilities will be available to the rural people gram panchayat, in time and their door-steps. The public will not have to move hither and thither to get there work done. This is the importance of Good Governance. Good Governance for development is therefore essential because the concept of 5T has to be carried forward from the traditional rural scenario in the context of roles and responsibilities of various stakeholders in the village.

Our Constitution provides a clear mandate for democratic decentralization not only through the Directive Principles of State Policy which exhorts the State to promote Panchayati Raj Institutions but more specifically now through the 73rd and 74th Amendments of the Constitution which seek to create an institutional framework for ushering in grassroots democracy through the medium of empowering self-governing local bodies in rural areas across the country. However, despite the constitutional mandate, the growth of self-governing local bodies as the third tier of governance in the country has not been up to the mark in effective service delivery.

2.5 Principles

An institutional set-up that ensures good governance usually has the following principles:
1. Ensuring direct people participation: All men and women should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their interests. Such broad participation is built on freedom of association and speech, as well as capacities to participate constructively.
2. Rule of Law (Equality before law): Legal frameworks should be fair and enforced impartially, particularly laws on human rights.
3. Transparency: Transparency is built on the free flow of information and access by all. Processes, institutions and information are directly accessible to those concerned with them, and enough information is provided to understand and monitor them.

4. Responsiveness: Institutions and processes should be responsive try to serve all stakeholders without any discrimination.

5. Consensus Orientation: Good governance mediates differing interests to reach a broad consensus on what is in the best interests of the group and where possible, on policies and procedures.

6. Equity, Equality and Inclusiveness: All men and women have equal opportunities to improve and maintain their livelihood and well-being.

7. Effectiveness and Efficiency: Effective and efficient processes of the institutions produce results that make the best use of resources.

8. Accountability: Decision-makers in government, the private sector and civil society organisations are accountable to the public, as well as to the other stakeholders. This accountability differs depending on the organisation and whether the decision is internal or external to an organisation.

9. Strategic Vision: Leaders and the public have a broad and long-term perspective on good governance and human development, along with a sense of what is prerequisite for such development. There is also an understanding of the historical, cultural and social complexities in which that perspective is grounded.

2.6 Key Areas of Reforms in Local Governance

Local Self Government assumes special significance since they cover key areas of reforms in Local Governance. These Terms of Reference are:

i. Improving the delivery mechanism of public utilities like water, power, health and sanitation, education, etc. and civic services with greater citizens' and stakeholders' involvement in such processes.

ii. Empowerment of local self-government institutions for encouraging participative governance and networking.

iii. To encourage capacity building and training interventions for better performance of local bodies.

To achieve this, it should need to consider the principles to be applied in the reform of local governance. It considers the core principles to be:

• Application of the principle of subsidiarity in the context of decentralization;

• Clear delineation of functions of local governments vis-à-vis State Governments and among different tiers of local governments;

• Effective devolution of these functions and resources accompanied by capacity-building and accountability;

• Integrated view of local services and development through the convergence of programmes and agencies and above all, 'citizen-centricity'.

The Panchayats are more endowed with agency functions than the statutory function as envisaged under the 73rd Constitutional Amendment Acts. Even the functioning of the Panchayat in India, more in scheduled areas needs a structural change as it does not have many effective powers to levy tax, and therefore it is dependent on the State Government for financial

assistance. Further, the devolution of powers requires political will. We need to encourage the process to be more effective through policy correction and reforms.

Notwithstanding, there have been great strides taken in improving the implementation of various asset creation programmes and schemes in rural areas. MIS apps/portals are already in operation to measure, compare and ascertain the status of progress of various flagship programmes being implemented at the GP level. To strengthen e-Governance in Panchayati Raj Institutions (PRIs) across the country, the Ministry of Panchayati Raj (MoPR) has launched e-Gram Swaraj, a user-friendly web-based portal and gram manchitra, providing geotagged assets created under select schemes. e-Gram Swaraj and gram manchitra aim to bring better transparency in decentralised planning, progress reporting and work-based accounting.

2.7 5Ts for Good governance

Transparency is one of the 5Ts for Good governance. Using the 5T pillars can be a game changer for leading reforms and achieving outcomes.
1. Teamwork
2. Technology
3. Time-line
4. Transparency
5. Transformation

To ensure benefits of development under various schemes and responsive service delivery to all residents of gram panchayat through Good Governance. Good Governance is of great significance in making PRIs functional and efficient. So, Good Governance is an integral part of sustainable development.
- Village of Good Governance is getting momentum in India both in concept and practice. This has been particularly triggered by the intensive works by several Indian states including Kerala, Odisha etc.
- The principal actor in the last mile delivery of SDG outcome is Gram Panchayats.
- Good Governance is of great significance in making PRIs functional and efficient. The concept of Good Governance encompasses Transparency, Accountability, Compassionate Responsibility/Responsiveness and maximum Cooperation/Participation of citizens. PRIs are supposed to undertake the responsibility of providing basic services to citizens at the grassroots level. Thus, Good Governance becomes integral to their success.

A Gram Panchayat should perform following things to achieve the status of Good Governed Gram Panchayat.
I. Data digitations.
II. Use of effective and efficient computer, app, and portal Technology to access the performance and outcome of service delivery.
III. To strictly follow Citizen Charter.
IV. To provided services at door-steps.

V.   Convergence of resources from different departments their schemes.
- Formulation of holistic GPDP improves the efficiency of implementation of plans and programmes, resulting in sustainable development covering all the three dimensions – social, economic and environmental.
- The bottom-up approach is meant to reflect the felt needs of various stakeholders. This process reflects the practice of inclusive governance
- Village of Good Governance needs to be seen in the context of the roles and responsibilities of different stakeholders. In the above backdrop, the concept of 5Ts in the context of GP Governance could address these challenges by infusing the traditional village cultural cohesive spirit.
- Progress for Village of Good Governance is a way to prioritize SDG based outcomes. Therefore, a Good Governance based approach to the LSDGs agenda is highly relevant
- GPDP guideline, Central Finance Commission grant and MoPR's award for Village of Good Governance provide enabling environment for promoting the practice of inclusive governance
- Localizing Sustainable Development Goals: Review and monitor the progress of parameters such as Teamwork, Technology, Timeline, Transparency, Transformation etc.

2.8 Mapping schemes with Good Governance

Different programs are conducted by different departments, whose purpose is to benefit the public, but due to lack of coordination between the departments, the purpose of the programs run by the Government is not fulfilled. Therefore, by coordinating the necessary departments and convergence of the programs run by them, the Goals of Sustainable Development can be fulfilled. The following schemes can be mapped and converged to achieve Good Governance:

- RGSA
- 15th Finance commission
- State Finance commission
- DAY- NRLM
- MGNREGA
- DDU-GKY
- State Poverty Eradication missions
- NSAP
- SBM
- PMAY-G
- PDS
- Rastriya Swasthya Bima Yojana
- JJM
- Deen Dayal Upadhyaya Gram Jyoti Yojana
- State Sponsored Schemes

2.9 Converging Departments and Schemes for Good Governance

Convergence of following Departments and Schemes is essential for Good Governance

- MoPR-MoRD
- MoPR-JJM
- MoRDs Day NRLM
- MGNREGA-SBM
- MGNREGA-SBM-PMAY-G
- MoPR-MoTA

2.10 Test your knowledge – Fill up the blanks

1. Good Governance is of great significance in making _____ functional and efficient.

2. PRIs are supposed to undertake the responsibility of providing basic services to citizens at the _____level.

3. Institutions and processes should be responsive try to serve all _____without any discrimination.

4. The principal actor in the last mile delivery of SDG outcome is _____Panchayats

5. **The Panchayats are more endowed with agency functions than the _____function.**

Chapter 3: Gram Panchayat Issues related to Good Governance in villages

3.1 Objectives:
- To identify the problems on the theme Good Governance
- To make required suggestions on the problems.
- To pinpoint the key areas for action and implementation.

3.2 Expected output: To make the participants to identify Gram Panchayat Issues and remedies related to Good Governance in villages

Duration: 75 minutes

Module Plan

Sl. No	Time	Topic/Theme	Contents	Methodology	Material Required
1	5 mts	Pre-Session Assessment	Multiple Choice Questions	Hand Raising	LCD Chart paper Marker
2	25 mts	Issues faced in service delivery:	- Authorities' negligence - Delay in service - Situation of visiting public offices several times for one purpose. - Behaviour of officials - Lack of public information boards/helpdesk - No helping hand facilities for illiterates for filling up the application etc.	Brainstorming Interactive lecture	LCD PPT Chart paper Marker Pin board (Note: 1)
3	30 mts	Preparation of measures to overcome the above problems/issues in service delivery (Suggestions)		Brainstorming Group activity	LCD Chart paper Marker Pin board (Note: 1)
4	5 mts	Post-Session Assessment	Multiple Choice Questions	Hand Raising	LCD Chart paper Marker
5	10 mts	Conclusion		Interactive lecture	LCD PPT (Note: 2)

Note 1:
- The facilitator will ask the participants to list existing service delivery issues persisting in each panchayat and write the suggestive measures to overcome these issues.
- The participants list all on chart paper/flip chart/cut card.

Note 2: The facilitator will conclude the session by pinpointing the key areas for action and implementation, including suggestions raised in the group activity.

3.3 Challenges and issues related to good governance in rural areas

Good governance plays a vital role in the functioning of Gram Panchayats and is essential for the effective delivery of services and sustainable development in villages. However, there are several challenges and issues related to good governance in rural areas that need to be addressed. Some of these issues include:

3.4 Transparency and Accountability

Lack of transparency in decision-making processes and financial transactions can lead to mismanagement of funds and corruption. It is crucial to ensure that Gram Panchayat decisions and financial records are accessible to the public, and there are mechanisms in place to hold officials accountable for their actions.

3.5 Citizen Participation

In many villages, there is a lack of active citizen participation in governance processes. People may not be aware of their rights or how to engage with the Gram Panchayat effectively. Promoting and encouraging citizen participation is essential for inclusive decision-making and better service delivery.

3.6 Capacity and Training

Gram Panchayat members often face challenges in terms of capacity and understanding their roles and responsibilities. Providing training and capacity-building programs can help enhance their knowledge and skills, leading to more effective governance.

3.7 Gender Inequality

Gender disparities in rural areas can lead to limited participation of women in local governance. Ensuring gender equality and promoting women's participation in decision-making are essential for balanced and representative governance.

3.8 Resource Constraints

Limited financial resources and lack of infrastructure can hinder the implementation of development projects and initiatives. Finding sustainable funding sources and utilizing resources efficiently are crucial for effective governance.

3.9 Coordination with Higher Authorities

Coordination and collaboration between Gram Panchayats and higher levels of government are necessary for effective implementation of policies and programs. Bureaucratic hurdles and delays in approvals can be challenges that need to be addressed.

3.10 Corruption and Nepotism

Corruption and nepotism can undermine good governance efforts and result in the misuse of resources. Implementing anti-corruption measures and promoting ethical behavior are essential to tackle these issues.

3.11 Public Grievance Redressal

Establishing a robust grievance redressal mechanism is critical for addressing citizens' complaints and concerns. Timely resolution of grievances builds trust and confidence in the governance system.

3.12 Technology and Digital Divide

In rural areas, lack of access to technology and the digital divide can hinder the adoption of e-governance practices. Bridging this gap and promoting the use of technology can improve service delivery and transparency.

3.13 Environmental Sustainability

Balancing development with environmental sustainability is essential for the long-term well-being of the community. Encouraging eco-friendly practices and sustainable development initiatives is crucial for rural areas.

3.14 Political Interference

Political interference in Gram Panchayat matters can lead to biased decision-making and hinder the implementation of development projects based on merit.

Addressing these issues requires a multi-pronged approach, involving the active participation of stakeholders, capacity-building efforts, promoting transparency and accountability, and ensuring that policies and programs are tailored to the specific needs and challenges of rural areas. When good governance principles are effectively integrated into Gram Panchayats, it can lead to inclusive and sustainable development in villages, benefiting the entire community.

3.15   Test your knowledge - Fill up the blanks

1. Good _____plays a vital role in the functioning of Gram Panchayats.

2. Gender _____in rural areas can lead to limited participation of women in local governance.

3. Promoting and encouraging citizen participation is essential for _____decision-making.

4. Encouraging _____practices and sustainable development initiatives is crucial for rural areas.

5. Political interference in Gram Panchayat matters can lead to biased_____.

Chapter 4: Local Indicator Framework (LIF) in achieving Good Governance

4.1 Objectives:
- To understand LIF, LSDGs and indicators for Good Governance
- To set the targets for Good Governance Village

4.2 Expected output: To make the participants understand LIF and its linkage with 5T's.

Duration: 75 minutes

Module Plan

Sl. No	Time	Topic/Theme	Contents	Methodology	Material Required
1	5 mts	Pre-Session Assessment	Multiple Choice Questions	Hand Raising	LCD Chart paper Marker
2	20 mts	Local Indicator Framework (LIF) and its targets	Definition Targets for GPs based on SDGs	Interactive lecture	LCD PPT
3	20 mts	Good Governance – 5Ts based targets and indicators for GPs based on LSDGs:	1. Responsiveness inclusiveness, participatory and representative decision making 2. Accountability and transparency 3. Reduce corruption 4. Access to public information 5. Capacity building 6. Execution of Citizen Charter	Interactive lecture	LCD PPT (Note: 1)
4	20 mts	Group discussion on sub group basis. .	Sub group presentation in plenary and discussion	Brainstorming Guided reading Group work Good practices sharing Presentation	Chart paper Marker Group discussion format Good practices sharing Discussion Format (Note: 2)
5	5 mts	Post-Session Assessment	Multiple Choice Questions	Hand Raising	LCD Chart paper Marker
6	5 mts	Summing up		Interactive lecture	

Note 1:
- The facilitator will introduce key targets for GPs that are drawn from the SDG theme and asks what they understand from each target. They can opt for other targets relevant to them.
- The facilitator can tell that they are also the modified LSDG targets for GPs.
- The facilitator will imply which indicators are related to each target.

Note 2: Group activity
- Participants will be divided into subgroups based on 5Ts. Each group will discuss the following subjects,
- Team work
    1. Coordination Preparation and convergence among various institutions/ Stakeholders for preparation of GPDP.
    2. Establishing, Partnership and collaboration and convergence in Village.
    3. Involvement of youth /Children/SHG/Committees in implementation for LSDGs.
    4. PRI- SHG Convergence for benefit to GP and SHG
    5. Quality and better delivery system of the various works undertaken by different Govt. Departments.
- Technology
    1. Promoting better public service delivery by use of technology.
    2. Ensuring better asset management by use of technology.
    3. Better financial management using technology.
    4. Availing quick and easy access to information by citizens.
- Time-line
    1. Preparation of GPDP Action Plan.
    2. Implementation of GPDP as planned.
    3. Timely completion of work.
    4. Disaster mitigation Activities.
    5. Ensuring progress monitoring of different activities of Govt. Departments & Institutions.
    6. Promoting better public service delivery.
- Transparency
    1. Citizen charter implemented in the GP.
    2. Promote accountability and ownership among all stakeholders for quality service delivery.
    3. Ensuring all assets and works are visible on portal.
    4. Ensuring proper work quality and Social Audit.
    5. Transparent selection of Beneficiaries under Schemes.
    6. Ensuring the quality and transparency in programme implementation.
- Transformation
    1. Ensuring capacity building of functionaries for development.
    2. Promote inclusive development and governance.

3. Enhancing Panchayat own resources.

With the help of guided reading of the relevant pages of handbook, each group will understand the respective target and will discuss possible interventions that can be taken up by the GP. Group discussion format

Target for GPs	Concrete interventions (action points) by GPs
	1.
	2.
	3.
	4.
	5.

The facilitator has to explain to the participants that several activities can be taken at low cost and no cost.

Participants will share their good practices models during group discussions. These best practices should be included in the plenary presentation.

After the group work, each group will make a presentation in the plenary session. Participants are given time to ask for clarification based on which facilitator sums up the discussion.

4.3 Local Indicator Framework

The Local Indicator Framework (LIF) is a tool used to measure and monitor progress in achieving good governance at the local level. It provides a set of indicators that can be used by local governments and institutions to assess their performance in various aspects of governance and identify areas for improvement. LIFs are typically developed in the context of specific localities or regions, taking into account their unique challenges, priorities, and resources.

The LIF focuses on capturing data and information related to the five pillars of good governance (participation, rule of law, transparency, responsiveness, and accountability) and other key principles and features associated with good governance. By using the LIF, local authorities can better understand their strengths and weaknesses in governance practices and make informed decisions to enhance service delivery and citizen engagement.

4.4 LIF in Good Governance

Here's how the Local Indicator Framework (LIF) contributes to achieving good governance at the local level:

✓ **Assessment and Benchmarking**: LIF provides a structured approach for assessing the performance of local institutions against predefined governance indicators. It allows local governments to benchmark their progress over time and compare their results with other similar regions, fostering healthy competition and learning.

- ✓ **Data-Driven Decision Making**: LIF relies on data and evidence to measure governance outcomes. By collecting and analyzing relevant data, local authorities can make informed decisions based on evidence and address governance challenges effectively.
- ✓ **Accountability and Transparency**: The use of LIF promotes transparency as it involves making governance data publicly available. This encourages accountability as citizens and stakeholders can hold local governments responsible for their performance.
- ✓ **Engaging Citizens and Stakeholders**: LIF often includes indicators related to citizen engagement and participation. By tracking these indicators, local governments can identify opportunities to involve citizens in decision-making processes and improve their responsiveness to community needs.
- ✓ **Policy Formulation and Target Setting**: The LIF results help local governments identify priority areas for policy intervention. It aids in setting specific targets and goals for improving governance indicators and services.
- ✓ **Resource Allocation**: The data collected through LIF can inform resource allocation decisions. Local authorities can allocate resources more efficiently to address areas of concern and ensure equitable distribution of public services.
- ✓ **Capacity Building**: The LIF process often involves capacity-building efforts to strengthen data collection, analysis, and monitoring capabilities at the local level. This, in turn, enhances the ability of local institutions to manage and improve governance effectively.
- ✓ **Sustainable Development**: As LIF considers long-term perspectives and sustainability principles, it aligns with the broader objectives of achieving sustainable development at the local level.

By implementing the Local Indicator Framework, local governments can enhance their governance practices, build trust with citizens, and work towards achieving the Sustainable Development Goals (SDGs) through effective and inclusive local governance. Additionally, regular updates and iterations of the LIF can provide a continuous improvement mechanism to track progress and respond to changing circumstances and needs within the local community.

4.5 Mapping of Schemes and Departments connected at GP level
Various Schemes contribute to the 5 Ts if they are effectively drawn on, and worked together. The monitoring tools, capacity building programmes, guidelines are important for this.

4.6 Departments connected to the Theme
Panchayati Raj, Rural Development, Women & Child Development, Health & Family Welfare, Agriculture, School & Mass Education, Forest & Environment, Animal Husbandry, Revenue & Disaster, SCST & OBC Development, Social Security & Empowerment of Persons With Disabilities (SSEPD), Cooperation.

4.7 Schemes to Support
Deen Dayal Antyodaya Yojana (DAY-NRLM), Mahatma Gandhi National Rural Employment Guarantee Scheme(MGNREGS), Deen Dayal Upadhyaya Grameen Kaushalya Yojana (DDUGKY), State Poverty Eradication Missions, National Social Assistance Programme

(NSAP), Pradhan Mantri AwasYojana (PMAY), Public Distribution System (PDS), Rashtriya Swasthya Bima Yojana (RSBY), Swachh Bharat Mission (SBM), Deen Dayal Upadhyaya Gram Jyoti Yojana, State sponsored schemes and programmes on Health, Nutrition, Agriculture, Animal husbandry, Horticulture and Livelihoods

4.8 Good governance in the context of Panchayati Raj and Action points

Good Governance is of great significance in making PRIs functional and efficient. The concept of Good Governance encompasses Transparency, Accountability, Compassionate Responsibility/Responsiveness and maximum Cooperation/Participation of citizens. PRIs are supposed to undertake the responsibility of providing basic services to citizens at the grassroots level. Thus, Good Governance becomes integral to their success.

The Gram Panchayats in the country have been entrusted with preparation of plans for local development. The decision-making process of the Panchayats is such that the Gram Sabha (GS) discusses the development work plans of the GP of the Gram Panchayat Development Plan (GPDP) and the elected representatives execute the plans. Formulation of holistic GPDP improves efficiency of implementation of plans and programmes, resulting in sustainable development covering all the three dimensions – social, economic and environmental.

Since all eligible voters of the village can participate in the Gram Sabha, it is a channel to include the less privileged sections of society and ensure their participation in the village level governance wherein they can advocate their developmental aspirations. This bottom-up approach is meant to reflect felt needs of various stakeholders. This process reflects practice of inclusive governance.

However, it is observed that attendance in GS is not high in most of the GPs. Inter -ward disparities can be seen in visible signs in terms of village roads, water supply, sanitation, storm water drainage, and street-lighting. In spite of so many schemes, projects & initiatives introduced by the State & Central Govt agencies, even today the level of improvement in terms of basic services and infrastructure in villages has not kept pace with the rising aspirations among rural people. On most developmental indicators there is a significant gap. This needs to be seen in context of roles and responsibilities of different stakeholders. In the above backdrop the concept on 5Ts in the context of GP Governance could address these challenges infusing the traditional village cultural cohesive spirit.

4.9 Teamwork - Panchayat' Perspective

Teamwork is critical key to achieve development goals in community governance structure. Constitutional provisions envisage Panchayats to undertake planning for comprehensive holistic development in rural area. GP, Block and ZP Planning Unit will work in a team to take stock and map financial, social, human, natural and other resources to have a realistic assessment of existing situation. All the village level committees namely Village Water Sanitation & Nutrition committees, GKS, standing committees, SMA GPLF, CLF, CSOs and other Scheme related committees need to be work with the PRIs for better functioning of PR

administration and programme implementation. Further the healthy interface among above committees and grass root level extension officials and cadres with PRIs will no doubt lead to more intra and inter convergence among the schemes under implementation and further facilitate effective service delivery.

4.10 Technology - Panchayat' Perspective

Availability of timely information to the general public as well as functionaries, clarity about various rules, provisions and operational issues and M&E are of utmost importance for efficient implementation of schemes and programmes at PRIs level. Various e -Governances applications and MIS Portals under flagship programmes along with ICT has made visible impacts in creating mass awareness on effective delivery of various services. Thus, by using technology driven platform through e-Gramswaraj at PRIs level -as single window, common man is having access to various information relating to financial status, assets, development schemes, survey reports etc of Panchayati Raj Institutions. It also ensures timely and transparent expenditure of for greater public interest. Thus, a comprehensive digital panchayat platform generating content for the Panchayat and equally planning tool for GPDP. A technology driven Panchayat would improve the capability of the rural people in governance and lead to their empowerment.

4.11 Time-Line - Panchayat' Perspective

Timely intervention and action is very relevant in Panchayat functioning and village. Identification of beneficiaries, projects, programmes with mission mode, resources and its implementation so all so monitoring and supervision at PRI level are to be ensured as per timeline for achieving development goals. Disaster mitigation activities are to be given top most priority and should be adhered to prescribed timeline. Preparation of plan – GPDP / BPDP / DPDP are to be prepared with in a specific & prescribed time frame. Similarly, RTI other citizen centric, service delivery should be complied with in the timeline to ensure citizens' charter is met. Further timely conduct of Gram Sabha, Panchayat meetings, Review meetings, grievance redressal and reports & returns leads efficient and responsive administration and effective & quality delivery of public services.

4.12 Transparency - Panchayat' Perspective

Transparency is the bedrock of Good Governance and it is all the more so in case of Panchyati Raj Administrative Unit. Transparency in the PRIs cannot be achieved without a systematic approach for putting the information in public domain. The more systematic is the process for putting information in various platforms public domain, higher is the transparency in the functioning of the PRIs. Timely grievance redressal, RTI compliance, citizen charter, conduct of social audit, public hearing along with wide range publicity of information through localized IEC relating to various programmes and schemes will lead to greater transparency in PR administration. Moreover detail discussion / deliberation in various meetings like standing committee, GP meeting, Gram Sabha will also ensure transparency and accountability in the decentralized governance system.

Moreover, PFMS - a digital tool used at Panchayat level ensures financial transparency and discipline in Panchayat Fund Management. An effective Panchayat is one that is transparent concerning its functions, expenditures, targets, tenders and contracts.

4.13 Transformation - Panchayat' Perspective

Transformation of Panchayats as engineered by Team work, Technology, Timeline and Transparency will no doubt will lead to Panchayats over a period of time i.e 2030 where poverty will be a thing of the past,where women, SC,ST and poor are equal partners in growth and development. Similarly Panchayats will have a development plan namely GPDP, VAP, VPRP etc agenda which is inclusive of all vulnerable sections and where the dreams of our youth come true. Transformation will create informed citizenry with a knowledge base on various provisions, legal frameworks, financial aspects and other directions of different schemes/ programmes resulting mainstreaming of marginalised sections that leads to comprehensive holistic development.

4.14 People (Stakeholders) to support the Panchayat

Self-Help Groups (SHGs) and their federations, literacy workers, ASHAs, teachers, elected PRI leaders, village level Social Auditor, National Rural Livelihood Mission (NRLM) Community Resource Persons (CRPs), Anganwadi workers, Gram Rozgar Sevaks, Members of Panchayat Standing Committee, Gram Panchayat Level Federations, Village Water, Sanitation & Nutrition Committee, Panchayat Executive Officer, Livestock workers etc.

4.15 Test your knowledge - Fill up the blanks

1. PRIs are supposed to undertake the responsibility of providing basic services to citizens at the _____ level.
2. The _____ in the country have been entrusted with preparation of plans for local development.
3. The _____ focuses on capturing data and information related to the five pillars of good governance.
4. By collecting and analyzing relevant data, local authorities can make informed _____ based on evidence and address governance challenges effectively.

5. _____ is a digital tool used at Panchayat level ensures financial transparency and discipline in Panchayat Fund Management.

Chapter 5: Technology Driven Good Governance in Villages

5.1 Objectives:
- To know usage of technology for public service delivery
- To understand asset , financial management and public service delivery portals
- Quick and easy access to information by citizens.

5.2 Expected output: To motivate participants to use technology for better public service delivery.

Duration: 75 minutes

Module Plan

Sl. No	Time	Topic/Theme	Contents	Methodology	Material Required
1	5 mts	Pre-Session Assessment	Multiple Choice Questions	Hand Raising	LCD Chart paper Marker
2	40 mts	E-Governance Platforms	Service Plus e-gramswarj Citizen centric services GIS Online Public Grievance redressal	Brainstorming Interactive lecture	LCD PPT
3	15mts	Kerala's Model	Integrated Local Governance Management System (ILGMS)	Brainstorming Interactive lecture	LCD PPT
5	5 mts	Post-Session Assessment	Multiple Choice Questions	Hand Raising	LCD Chart paper Marker
6	10 mts	Summing up the discussion by the facilitator	Session Learnings	Discussion	LCD PPT

5.3 Technology Driven Good Governance in Villages

Technology-driven good governance in villages, often referred to as "e-governance" or "digital governance," leverages technology to improve the efficiency, transparency, and accessibility of governance processes and services. Integrating technology into rural governance can bring significant benefits and address various challenges faced by villages. Here are some ways in which technology can drive good governance in villages:

✓ **E-Governance Platforms**: Establishing e-governance platforms allows villagers to access government services, information, and resources online. This streamlines administrative processes, reduces bureaucratic delays, and enhances transparency.

✓ **Digital Financial Inclusion**: Introducing digital payment systems and financial inclusion initiatives can help in transparent fund transfers and efficient financial management. It reduces the scope for corruption and ensures that funds reach intended beneficiaries promptly.

✓ **Citizen Service Centers**: Setting up Citizen Service Centers (CSCs) equipped with computers and internet connectivity allows villagers to avail various government services without traveling long distances. CSCs can facilitate online applications for documents, certificates, and government schemes.

✓ **Mobile Applications**: Developing mobile applications specific to the needs of villagers can offer access to essential services, information on government schemes, agricultural advisory, and weather updates.

✓ **GIS Mapping**: Geographic Information System (GIS) mapping can assist in land records management, urban planning, and resource allocation. It helps identify priority areas for development and infrastructure projects.

✓ **Online Grievance Redressal**: Implementing a digital grievance redressal system enables villagers to lodge complaints and track their resolution online. This promotes transparency and ensures timely action on citizen grievances.

✓ **Public Information Display**: Displaying public information and updates on digital boards in public places can keep villagers informed about government initiatives, meeting schedules, and development projects.

✓ **ICT-Enabled Education**: Integrating Information and Communication Technology (ICT) into education can improve access to quality education, teacher training, and e-learning resources for students in remote areas.

✓ **Smart Agriculture**: Using technology like IoT (Internet of Things) sensors and weather forecasting applications can enhance agricultural practices, increase crop yields, and support farmers with real-time data.

✓ **Digital Literacy Programs**: Conducting digital literacy programs in villages helps equip residents with the necessary skills to use technology effectively, fostering their participation in governance processes.

✓ **Open Data Platforms**: Creating open data platforms allows for the public release of non-sensitive government data. This promotes transparency, accountability, and encourages public participation in governance.

✓ **Social Media and Communication**: Utilizing social media platforms and instant messaging applications can improve communication between the Gram Panchayat and villagers, facilitating engagement and dissemination of information.

✓ **Real-Time Monitoring**: Implementing real-time monitoring systems for development projects enables officials and villagers to track progress and address issues promptly.

✓ **Remote Healthcare Services**: Telemedicine and remote healthcare services can help bridge the gap in healthcare access, allowing villagers to consult doctors and healthcare professionals from afar.

It is essential to consider the digital divide and the need for training and capacity-building initiatives to ensure that all villagers can benefit from technology-driven governance. By embracing technology in rural areas, villages can move closer to achieving the goals of good governance, transparency, citizen empowerment, and sustainable development.

5.4 Digital Solutions for Services to Citizens from NIC

SERVICEPLUS -An Easy and Intuitive Application

Developed as part of Panchayat Enterprise Suite (PES) under epanchayat Mission Mode Project (MMP).

ServicePlus meta-data based e-Service delivery framework which is built on LowCode–NoCode (LCNC) architecture for delivering electronic-services to citizens. An application which is quick to learn and easy to use with minimal effort or very less skill set.

Make all Government services accessible to the common man in his locality, through common service delivery outlets, and ensure efficiency, transparency, and reliability of such services at affordable costs to realize the basic needs of the common man

- Regulatory Services
  The services like trade licence, permit for construction of building etc that can be denied to citizens.
- Statutory Services
  The services like issuance of Birth/Death Certificate which cannot be refused to citizens
- Developmental Services
  The services or schemes provided by Government for the benefit of citizens like NREGS, IAY, Old age Pension etc.
- Consumer Utility Services
  Services like bill payment and other comes under utility services.

5.5 eGramSwaraj

Simplified Work Based Accounting Application for Panchayati Raj

To strengthen e-Governance in Panchayati Raj Institutions (PRIs) across the country, Ministry of Panchayati Raj (MoPR) has launched eGramSwaraj, a user friendly web-based portal. eGramSwaraj aims to bring in better transparency in the decentralised planning, progress reporting and work-based accounting.

5.6 Kerela's Integrated Local Governance Management System (ILGMS)

Decentralization and the devolution of powers and responsibilities have made a vast change in the functions of LSGIs, including Welfare, Development, Taxation, Regulation etc. especially of the Grama Panchayats (GPs) in Kerala. That necessitate a change management initiatives for streamlining of office procedures. The change management initiative of Front Office Management during 2009 have meticulously changed the office functioning of GPs to a great extent. Even after that, due to the workload and complexity of functions and responsibilities, measures for shortage of manpower is a challenge and can only be achieved through implementing a comprehensive nascent e governance tool.

Grama Panchayats are providing services from cradle to graveyard in the life cycle of a resident. Unlike Government departments, which provide services under a specific sector, the LSGIs or the officials working under it are entrusted with the responsibilities under various acts and rules, which makes the task of developing the e-governance tool for

Citizen Services

the functioning of GPs much difficult. The history of e-governance initiatives for LSGIs in Kerala started by the end of 20th century. Discrete software applications were developed with different names and under different platforms for handling the functions under different sectors over the years in 2 decades which made the work in LSGIs easier to some extent. Civil Registration, Finance and Accounting, Property Tax assessment, Building Regulation, Annual Plan formulation and implementation etc. were the major areas for which software have been developed. However, the majority of works continued to be handled manually and moreover, there were a lot of works have to be done manually in the case of sectors for which software was developed. The necessity to login to different software applications at multiple times was another difficulty faced. Hence, this forced Government to rethink about the existing software systems which led to the evolution of Integrated Local Governance Management System (ILGMS), which is designed, documented and operationalized by the officials of Panchayat Department and developed by Information Kerala Mission (IKM).

Integrated Local Governance Management System (ILGMS) is a vision of unique governance management erp software with a suite of satellite software applications integrated to a stem software application (workflow management). By this, the whole organisation consisting of different GPs, its platforms of democracy, governance and regulations, coordinating units/ institutions etc. are arranged in a manner of efficient and effective system, adhering to the principles of good governance by maintaining a database management system. The basic concept adopted is availability of different functional utilities for a particular user subject to the privileges mapped.
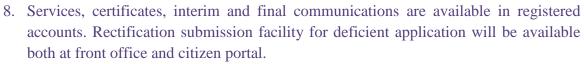
Since the functions of GPs are very vast and diverse compared to other govt departments, it was decided to develop the software in a phased manner. The present phase includes Work flow, Civil Registration and Finance modules. ILGMS implementation completed in all (941) GPs of Kerala by April 2022. Citizen Service Portal service also available for public.

5.6 Main Features of ILGMS

1. ILGMS brought a web based single window file processing system in Grama Panchayats across the state
   (https://ilgms.lsgkerala.gov.in/)

2. Public e-filing facility for 200+ services from Grama Panchayats through citizen portal.
   (https://citizen.lsgkerala.gov.in/)

3. Applications/Inputs can be lodged by visiting Front Office of GP / through a registered account in the citizen portal /visiting citizen service centres or Kudumbashree help desk. In addition to these modes, Services /output/ certificates will be available through email also.

4. Payment of application fee and demands can also be made through online. In addition to registered account, quick pay facility also available in citizen portal.

5. Quick certificate facility available for Birth, Death and Marriage certificates at citizen portal without login in to an account.

6. Every input shall get an acknowledgement receipt with service delivery date.

7. In case of applications through front office, every input shall be in warded under an appropriate minor function. The application as well as its details get checked there it and a system generated deficiency letter will be served with the acknowledgement receipt itself for incomplete or deficient applications then and there. ILGMS will provide the details of mandatory documents to be attached along with the application for each service at its front end. By this the system ensures that the input is complete in all respects for time bound decision making. In case of online input, system will not allow submission of incomplete applications.

8. Services, certificates, interim and final communications are available in registered accounts. Rectification submission facility for deficient application will be available both at front office and citizen portal.

9. Status of the file can be seen public through file search option

10. 24x7 availability and No missing or side-lining of an input/ file.

11. Since the file processing is web based, users can view, process the files at any time, from any where

12. Service delivery time fixed for an input/arising file is scientifically distributed among each official user as threshold time. When threshold time exceeds ¾ part, the file will be listed in pending file list and after threshold time in the delayed file list. Any lapse in processing will be notified to the user and higher ups through dash boards. This will help in the real time monitoring of file processing and increasing efficiency of the officials.

13. First in First out approach – File with least threshold/ service delivery time will be listed top in the inbox of a user. Files will be listed and processed on the basis of priority fixed by the software itself. This ensure a response in every input upholding responsive governance

14. All details regarding a file- note file, correspondences and communications, data fields from integrated satellite modules etc will be available in a single file view screen.

15. In case of civil registration functions, Inter office file transfer facility available now in between District Registrar and GPs for speedy file processing.

16. Comprehensive Dashboard facility is available - User dash board for all users and Monitoring dash board for supervisory officers.Through monitoring dash board, a supervisory user can view list of files at different stages and can be drill down to detailed micro view of any file in the hierarchy.

17. Pre-fixed work flow arranged for each category of files under each minor function. Each user will get verification questions and auto note facility in addition to new note preparation. Work flow, questions and auto notes are designed and prepared ensuring rule of law.

18. All the parameters like service delivery time, work flow stages, user questionnaire, fee, mandatory check lists etc entered in the system through Global Master Settings under Major>Sub>Minor function classification by selected officials from Panchayat Department.

19. Every activity or transaction by a user shall be recorded automatically in the file and satellite module database including accounting reports concerned, ensuring accountability.

20. Ensures Good Governance principles - transparency, efficiency and effectiveness, rule of law, equity and inclusiveness through responsive governance and FIFO.

5.7 Test your knowledge - Fill up the blanks

1.   Grama Panchayats are providing services from _____in the life cycle of a resident.

2.   _____of application fee and demands can also be made through online.

3.   Any lapse in processing will be notified to the user and higher ups through_____.

4.   Through monitoring dash board, a _____user can view list of files at different stages.

5.   Each user will get _____questions and auto note facility in addition to new note preparation.

Chapter 6: Planning for Good Governance (GPDP Cycle)

6.1 Objectives:
- To set priorities for respective villages for preparing GPDP plans
- To understand the current status and data needs and data sources relevant to Good Governance
- To prepare a plan for progress monitoring

6.2 Expected output: To enable the participants to do the prioritising activities in GPDP Cycle.

Duration: 75 minutes

Module Plan

Sl. No	Time	Topic/Theme	Contents	Methodology	Material Required
1	5 mts	Pre-Session Assessment	Multiple Choice Questions	Hand Raising	LCD Chart paper Marker
2	10 mts	Planning for Good Governance Village: Introduction		Brainstorming Interactive lecture	LCD PPT
3	15mts	Priority setting		Group activity	LCD Chart paper Marker Plan format Note 1
4	40 mts	Incorporate the priority actions into GPDP cycle	• Priority setting • Situation analysis • Discussion in Gram Sabha and special Gram Sabha including Gram Sabha by traditional local bodies • Activities • Resources • Timeline • Implementation and monitoring	Brainstorming Interactive lecture	Note 1 LCD Chart paper Marker Plan format

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5	5 mts	Post-Session Assessment	Multiple Choice Questions				Hand Raising	LCD Chart paper Marker
6	5 mts	Summing up the discussion by the facilitator					Discussion	

The basic objective of the session is to make them realize the importance of data and how the GP has to work more on collecting and collating it from different sources and analyse to prioritize interventions.

Note 1:
- The participants will be divided into GP wise subgroups and are requested to choose 26 targets given in session 9 for 5 years, based on the given format.
- The current situation related to the target has to be identified first based on existing data.
- List out five each concrete action points for each target. These action points are to be incorporated in GPDP as projects on a priority basis.
- These proposals need to be discussed in the Gram Sabha, Special Gram Sabhas, standing committee and other forums including Gram Sabha by traditional local areas
- Panchayat Committee has to allocate an adequate budget for the Good Governance Village on a priority basis and finalize the plan for a Good Governance Village.

Action plan Format [Add ASPR's Format]

Good Governance targets	Current situation (situation analysis)	Activities	Expected outcome	Timeline			Resources (Human, Financial schemes, agencies and other resources)	Responsible persons	
				Immediate	Mid term	Long term		Internal	External

Immediate: within one year/ Mid-term: two to three years/ Long term: Three to five years

*Responsible person:

1: Internal-any one of the elected representatives and /or related field functionaries of the departments

2: External- any official/person /department /agencies outside the GP who could support the activity

Note: Facilitator has to tell the participants that the monitoring framework in detailed in next session.

6.3 Gram Panchayat Development Plan (GPDP) cycle

The planning process for Good Governance within the Gram Panchayat Development Plan (GPDP) cycle involves several stages that focus on transparency, inclusivity, citizen participation, and effective implementation. Here's an overview of the GPDP cycle with an emphasis on planning for Good Governance:

1. **Preparation Phase:**
   a. Identify stakeholders: Engage with all stakeholders, including Gram Panchayat members, village residents, community-based organizations, and civil society groups.
   b. Conduct a baseline assessment: Analyze the current state of governance, service delivery, and development initiatives in the village.
   c. Identify key governance challenges: Identify areas that require improvement, such as transparency, citizen participation, accountability, and efficiency.

2. **Consultation Phase:**
   a. Conduct village-wide consultations: Hold public meetings, focus group discussions, and surveys to gather inputs and feedback from the community regarding their needs and priorities related to Good Governance.
   b. Engage with marginalized groups: Ensure the participation of marginalized and vulnerable sections of the population to promote inclusive governance.

3. **Setting Goals and Objectives:**
   a. Define Governance-related Goals: Based on the consultation phase, set clear and measurable goals and objectives related to Good Governance, such as enhancing transparency in decision-making, improving citizen participation, and promoting accountability.

4. **Project Identification and Prioritization:**
   a. Identify Good Governance projects: Collaboratively identify specific projects and initiatives that align with the governance goals and objectives.
   b. Prioritize projects: Based on their potential impact and feasibility, prioritize projects that will be included in the GPDP.

5. **Resource Allocation:**
   a. Allocate Budget: Determine the financial resources required for implementing the identified projects. Ensure transparent budget allocation and resource management.
   b. Explore funding sources: Identify potential funding sources, including government schemes, grants, and private partnerships.

6. **Action Planning:**
    a. Develop Detailed Project Plans: Create detailed action plans for each Good Governance project, outlining activities, timelines, responsible stakeholders, and performance indicators.
    b. Integrate with broader development plans: Ensure that the Good Governance projects are well-integrated into the overall GPDP and aligned with the village's development priorities.

7. **Implementation:**
    a. Implement Projects: Execute the action plans, monitor progress, and ensure that the projects are implemented efficiently and effectively.
    b. Engage the community: Encourage active community participation in the implementation of projects, fostering a sense of ownership and responsibility.

8. **Monitoring and Evaluation:**
    a. Establish Monitoring Mechanisms: Set up a robust monitoring system to track the progress of Good Governance projects and assess their impact.
    b. Evaluation of outcomes: Regularly evaluate the outcomes and effectiveness of the projects, making necessary adjustments based on the evaluation findings.

9. **Review and Reporting:**
    a. Review the GPDP cycle: Periodically review the entire GPDP cycle, taking into account the successes, challenges, and lessons learned.
    b. Public Reporting: Ensure that regular reports on the progress and outcomes of the GPDP are made available to the community, promoting transparency and accountability.

10. **Feedback and Adaptation:**
    a. Seek Community Feedback: Continuously seek feedback from the community and stakeholders to understand their experiences and suggestions for improvement.
    b. Adaptation: Use the feedback to make necessary adaptations and refinements to the GPDP cycle for the next planning phase.

The GPDP cycle is a continuous and iterative process, aiming to ensure that the Gram Panchayat's development efforts are aligned with the aspirations and needs of the community. Effective planning for good governance through the GPDP cycle fosters transparency, accountability, citizen participation, and sustainable development in villages.

6.4 Situation Analysis

The main objective of the GPDP is to involve people in the planning process to ensure identification of the gaps as well as problems and address them at the grassroots level. To achieve this, facts and figures of the existing issues need in hand to do proper analysis of

existing socio-economic conditions. Therefore, both primary data and secondary data should be collected at the grassroots level. For primary data collection, methods of Participatory Rural Appraisal (PRA), Focus Group Discussion (FGD), Household Survey and Neighbourhood Survey can be used. PRA tools include Transect Walk, Social Mapping, Natural Resource Mapping. In the case of secondary data, information from Mission Antyodaya (MA), Socio-Economic Caste Census (SECC), Census and data from different line departments can be used. The data collected can be put to use to assess and analyse the current situation of GP. The data can be further used for development in the GP. The primary objectives of situation analysis are:

1. To collect details of existing scenario of the GP on various development issues;
2. To assess the quality of basic civic services, infrastructure and amenities available.

Situation Analysis includes collection, analysis and documentation of both primary and secondary data. The data for analysis should be validated by people. For real-time data collection and monitoring, use of technology including web and mobile phone-based applications can be used. The processes for situation analysis are:

1. Existing conditions and development status of the GP related to key areas like health, education, poverty, the situation of vulnerable groups, etc. must be identified.
2. Information about the quality of existing services and quality of life must be collected.
3. Critical information on deficiencies and gaps in basic services, infrastructure and amenities including drinking water, sanitation, drainage, road conditions, cleanliness etc. that exists in the GP must be collected.

Thus, situation analysis serves as the basis for setting priorities for addressing the issues to further incorporate in the GPDP.

Prioritization of Needs

Based on the Development Status Report (DSR) the GPPFT is to guide the deliberations in Gram Sabha and GP meetings to identify the prioritized needs and crucial issues of the people to fill up the gaps in local development. Prioritization of needs should be done across the various identified thematic sectors 29 covering all sections of the GP. Special focus may be given to activities of good governance.

Organizing Special Gram Sabha

A special Gram Sabha will be organized after the collection of primary and secondary data, and other activities as mentioned above. The frontline workers of each department will give a brief presentation on the activities under taken, funds utilized for the current year and proposed activities, funds allocated for the next financial year and a statement of the same needs to be submitted to the GP. Facilitators appointed shall ensure community mobilization including representation from vulnerable sections such as SCs/STs/Women during the Gram Sabha. Poverty reduction plans prepared by Village Organization (VO) can be incorporated in the GP after presentation and deliberations in the Gram Sabha.

As per the guidelines of the Fifteenth Finance commission, the funds will be allocated to the Gram Panchayats only if the Gram Sabha meetings will be held during the financial year and the Planning done and approved by the Gram Panchayats.

6.5 List of Good Governance Activities which could be included in GPDP

- Joint training of ERs, Functionaries and SHGs
- Awareness campaign on SHG-PRI Convergence
- Wall Paintings on SHG-PRI Convergence
- Organising of Gram Sabha, Ward Sabha, Mahila Sabha as mandated
- Awareness for active participation in Gram Sabha, Ward Sabha, Mahila Sabha
- Awareness on Public Services
- Computer in GP Bhawan
- Internet in GP Bhawan
- Electricity in GP Bhawan
- Capacity Building & Training of Elected Representatives & Functionaries
- Joint Capacity Building & Training of Elected Representatives & Functionaries and Data Entry Operator
- Installation of Public Information Board (PIB)
- Identification of beneficiaries
- Organising of Gram Sabha, Ward Sabha, Mahila Sabha as mandated
- Awareness on inclusion of beneficiaries under different scheme
- Installation of Information Board
- Issues discussed at Ward Sabha, Gram Sabha, Mahila Sabha
- Awareness camps on women participation
- Formation of SHGs
- Conduct Mahila Sabha
- Record keeping of minutes of meeting
- Monitor Gram Sabha
- Conduct Mahila Sabha
- Record keeping of minutes of meeting
- Sharing minutes of meeting in GS
- Conduct Bal/Balika Sabha
- Monitor Bal/Balika Sabha
- Formation of child groups
- Awareness on Standing committees
- Public notice in Public Information Board (PIB)
- Leaflet sharing on Standing Committee Meeting

6.6 List of Resources Available

- Rashtriya Gram Swaraj Abhiyan
- 15th Finance Commission Grants
- State Finance Commission Grants
- Deen Dayal Antyodaya Yojana (DAY-NRLM)
- Mahatma Gandhi National Rural Employment Guarantee Scheme(MGNREGS)
- Deen Dayal Upadhyaya Grameen Kaushalya Yojana (DDU-GKY)
- State Poverty Eradication Missions
- National Social Assistance Programme (NSAP)
- Pradhan Mantri AwasYojana (PMAY)
- Public Distribution System (PDS)
- Rashtriya Swasthya Bima Yojana (RSBY)
- Swachh Bharat Mission (SBM)
- Jal Jeevan Mission
- Deen Dayal Upadhyaya Gram Jyoti Yojana
- State sponsored schemes and programmes on Health, Nutrition, Agriculture, Animal husbandry, Horticulture and Livelihoods

6.7 Preparation of Draft GPDP

Draft plan shall be prepared indicating the works identified in each focus area along with cost estimation/fund allocation, timelines for completion of works. A development seminar will be organized to discuss the draft in detail to provide feedback and suggestions. These suggestions will be incorporated in the draft GPDP. A special meeting of the GP shall be convened to discuss and finalize the changes before submitting final Draft GPDP. States are free to customize formats suiting their needs.

6.8 Final GPDP

In the presence of Officials from all line departments and community including Panchayat President, Secretary and GP members, the final GPDP in the form of a brief Presentation of GPDP document with project-wise details and discussion on the prepared plan is to be placed before the Gram Sabha by GP and GPPFT members. This draft goes for approval as per the state guidelines. During the process, the minutes of the meeting are to be recorded properly.

6.9 Uploading Plan on e-GramSwaraj

e-Gram SWARAJ application provides a Single Sign On platform with the complete Profile of the Gram Panchayat, including Sarpanch & Panchayat Secretary details, Demographic details of the Panchayat, details of Panchayat finances, asset details, activities taken up through Gram Panchayat Development Plan (GPDP), Panchayat information from other Ministries/ departments such as Census 2011, SECC data, Mission Antyodaya survey report etc.

After approval at the Gram Sabha, Gram Panchayats should add all the activities along with the related sectors, critical gaps, asset details. Further, funding schemes & desired amount

should be allocated against each activity before the upload of final GPDP in eGramSwaraj portal. Hard copy of the plan may be kept in the office of Gram Panchayat for public disclosure.

6.10 Test your knowledge - Fill up the blanks

1. During _____assessment, the current state of governance, service delivery, and development initiatives in the village are analysed.

2. _____meetings and focus group discussions are conducted during village-wide consultations.

3. A robust _____system to track the progress of Good Governance projects is established to assess their impact.

4. _____Analysis includes collection, analysis and documentation of both primary and secondary data.

5. _____application provides a Single Sign On platform with the complete Profile of the Gram Panchayat.

Chapter 7: Monitoring of Developmental Progress ensuring Good Governance

7.1 Objectives:

- To understand monitoring system Developmental Progress ensuring Good Governance
- To Strengthening monitoring systems for Good Governance Village

7.2 Expected output: To figure out the essential components of monitoring systems for Good Governance Village.

Duration: 75 minutes

Module Plan

Sl. No	Time	Topic/Theme	Contents	Methodology	Material Required
1	5 mts	Pre-Session Assessment	Multiple Choice Questions	Hand Raising	LCD Chart paper Marker
2	15mts	Monitoring progress	• What? • How? • When?	Interactive Lecture Brainstorming	Note 2:
3	45 mts	Strengthening monitoring systems	i. Systems for monitoring • Standing committees • Working groups • Monitoring committees • Gram sabha ii. Official level • ERs and Officials iii. Community level • Social audit of each institutions of the villages Special Gram Sabha	Brainstorming Interactive Lecture Group work	Note 3: LCD Chart paper Marker
4	5 mts	Post-Session Assessment	Multiple Choice Questions	Hand Raising	LCD Chart paper Marker
5	5 mts	Summing up the discussion by the facilitator		Discussion	Chart paper

Note 1:

- Explain monitoring (what to monitor? whom to monitor? and how?) with relevant examples.

- The facilitator will ask the GPs "who monitors at present and how?"

Note 2: The facilitator will explain the available monitoring mechanism to the GPs at the official and community level. The facilitator should tell the GPs, how important is the social audit of each institution of the villages and special Gram Sabha as monitoring mechanisms.

The participants will be divided into GP wise subgroups and are requested to monitor the progress of targets and proposed activities based on the given format?

Monitoring format:

Monitoring Sectors (Targets for GPs)	Data source	Who will monitor?	How to monitor?	When to monitor?

7.3 Monitoring

Continuous monitoring from sub-district level to National level on capacity building, GPDP, progress sharing and use of SDG Dashboard to be key areas. Convergence needs monitoring of the process of convergence. Actions at Ministry level need to be monitored for ensuring inter-ministerial convergence. Monitoring progress as changes, processes, outputs and outcomes. Institutional structures at the National, State and sub-State levels, such as nodal SDG department, monitoring and review structures, dedicated SDG teams, and district-level structures, which help dissolve silo-based functioning by facilitating Goal-driven partnerships are required.

7.4 Levels of monitoring and frequency

National level

At the national level, NITI Aayog is designated as the government institution responsible for overall coordination and monitoring of the SDGs in the country. NITI Aayog's role in monitoring of localisation of SDGs is of prime importance.

NITI Aayog has established an excellent system in the SDGII with the NIF and also prepared the Voluntary National Review (VNR) for presenting to the High Level Political Forum (HLPF) on SDGs at the UN.

NITI Aayog has also supported States in preparation for SIF and DIF. The Aspirational Districts programme indicators and mechanism of monitoring covering all sectors/departments and data flows and surveys has established the direction for states to take in the DIF monitoring. While the next sub-state level is at the Panchayat Union/BP/IP, the initiative taken by MoPR in taking the SDGs to Gram Panchayats is to enable action to be taken at the grassroots. The

localisation of SDGs in PRI by the MoPR is to further develop into Frameworks & Monitoring at Block & District level in line with both LIF, as well as BIF & DIF.

NITI Aayog - annually through Governing Council and bringing out the Documents Localizing of SDGs in PRIs and covering it in the SDGII Report on annual basis

Ministries
Review by MoPR along with other Ministries is necessary to convey that Localisation of SDGs in PRIs is on the Agenda of all Ministries and SDGs are relevant and cross-cutting. Ministries have been identified as Nodal Ministries for different SDGs and MoPR is the associated Ministry for all. Hence MoPR would necessarily need to coordinate and converge the work & establish the Monitoring system and reviews jointly with Ministries.

- Inter-Ministerial Coordination Committee for SDGs- high level monitoring is recommended once in 4 months.
- MoPR - bi-monthly
- In this the representatives from other Ministries not below the level of Joint Secretary need to attend at least for initial year
- Inter-Ministry PMU heads/Associates monthly convened by MoPR on various Themes for enabling discussions also with State Project Units online with half the number every month.

State level
At State level, there are SDG High Level Committees chaired by the Chief Secretary with all Secretaries as Members. The same should review Localisation of SDGs. Planning & Development Department in States is the nodal Department and has a key role to play in taking the Agenda forward and monitoring the progress at various levels in the State.
- State SDG High Level Committee headed by the Chief Secretary half yearly, to review progress highlights and resolve inter departmental issues, if any
- State Planning Board/Commission can also be assigned substantial role in various aspects of monitoring, including Reports, Workshops, Seminars of appropriate levels for Localisation of SDGs in PRIs in the State
- RD & PR Department once every 2 or 3 months with all Districts to review all aspects of the Localization of SDGs along with Planning & Development Department and other Departments at Government level.
- Director of Rural Development and Panchayat Raj (HoD), once in 2 months along with other Department HoDs and Department of Statistics reviewing progress in Districts.

District level
DISHA on similar lines, is also formed at District level as the District Coordination and Monitoring Committee. Districts may well use DISHA and/or the District Level Committee headed by District Collector/Hon'ble Minister (as decided in the State), which is formed for

convergent action/review of Departments progress in schemes (District Development Committee in some states), with representation of all Departments, for monitoring SDGs in PRIs.

Specific sub-Committees for monitoring Training & Capacity building, statistics & data, Thematic progress at state, district and sub –district level for ensuring regular monitoring of ongoing action, would be required.

- District SDG Committee formed in States already-monthly, initially
- DISHA - formed by MoRD can be reviewing progress in localizing SDGs with PRIs(Anyone should be enough).
- Block level - monthly on different Themes with various departments, PRIs and other organisations representatives, covering capacity building and field progress of process and impact.
- Self-monitoring and Community monitoring
  This is by far the best form of ownership by the GP and forms the basis for GPDP, involvement of Grama Sabha, ensuring reduced inequalities, prioritizing aspects and assessing progress for achieving SDGs.
- Subjects for review
  Initial reviews will need to be on process progress and capacity building, Mapping, tieups and partnerships, roles and responsibilities communicated with feedback from field, reports of convergent action, special and noteworthy events and impact. Best practices get built up from sub-block (QC) level to National level while being shared simultaneously.
- Monitoring of performance under PDI, SDG Achievement progress, Thematic progress and special and innovative work on regular annual basis through Dashboard.
- Activity on Localization of SDGs taking place in States to local level & by Departments can be monitored by different levels using Dashboard data.
- Reports, Documents, Assessments
  Calendar of Reports & Documents to be prepared and brought out at various levels in partnership with Institutions. These Reports & Documents are to be also jointly done with Departments. e.g.: Sub-theme, targets level progress (addressing malnutrition and hunger; ensuring all entitlements for Persons with Disabilities, no Kutcha houses in Village, etc.)
- Platforms and Forums
  Opportunities for sharing exceptional progress must be regularly provided in the joint calendar of Department and Rural Development and Panchayat Raj at District level and as a monitoring mechanism to assess progressive changes.

7.5 Evidence based Monitoring Role at different levels

Level	Activities and Mechanism for Monitoring			
At State Level	Redefine SDG Targets and Indicators • Mapping of various departments and their roles in localization of SDGs • Constitution of State level committee under the chairmanship of Development Commissioner. • Establishment of State level PMU	• Educate on the Relevance • CB&T of various department wise nodal officers and creating • knowledge management portal • on localization of SDGs • A dedicated district , block and • GP level SDGs Dash Board	• Partnership & Networking • Department wise SDGs • Bbudgeting in built into State Budget.	• Data and Monitoring Tracking • The state outcome budget to map the progress of scheme wise budget expenditure relating to SDGs as mapped.
At District level	• Redefine SDG targets and indicators at the District level • Mapping of various departments • and their roles in localization of SDGs • Constitution of District level committee under the chairmanship- of District Collector • Establishment of District level PMU with focus on local level monitoring scoping exercise at the District level (in consultation with various departments) to assess the nature and extent of data being collected.	• Educate through massive IEC /appropriate media plan as anchored by the State on the relevance and the mechanisms of the SDG framework including Districts, Blocks, and Panchayats. • CB&T of various department wise nodal officers. • A dedicated district , block and GP level SDGs Dash Board • Align the responsibility to nodal officer at District / Block level • Assign the responsibility to Nodal Officers & the Standing Committees of Panchayats at District and	• In the District Development Plan / District Action Plan for flagship programmes budget, SDG marker for each scheme or programme is to be taken care up. • In District Development Plan, SDGs marker for each scheme and budget. SDGs markers in DPDP / BPDP • The same to flow down till the Panchayat level in the GPDP plans	• The outcome action plan will to include the same markers to evaluate the progress made • Periodic review at respective sectoral line department officers on localization of SDGs.

		Block level to coordinate, monitor and respond.		
At Block Level	• Mapping the various schemes Vis-à-vis identified SDGs • Mapping the thematic goals Vis-à-vis schemes. • Data banking for Metadata on SDGs • Identification / Assigning GP wise Nodal Officer / Mentors	• CB&T of ERs / CSOs /CBOs • Mass Awareness (IEC) for GPs • CB&T of officials • IEC for schools / colleges /CSOs / CBOs • Dashboard Monitoring	• Roping in Academic Institutions / CSOs /CBOs / NYK tovarious GPs • Mentoring for Block officials & ERs	• Periodic Review by Block Panchayat • Dashboard Monitoring & Month wise follow up Meeting of Mentors / Nodal Officers
At Panchayat level	• Classification of Goals • Coals can be broadly • classified into 9 thematic categories /17 goals under which primary data is being recorded • Assign a nodal officer from Block level for each Panchayats • Thematic Goals need to be mapped under which primary and secondary data are being recorded. • Nomination of Nodal officer for the each GP.	• Extensive and regular capacity building of the nodal officers and person on SDGs relevance and their role in the process as per the National Capacity Building Framework (NCBF). • A basket full of IEC in terms of posters, leaflets, Jingles, short AV films of 4-5 minutes duration, using the local cultural troupes for converting localization of SDG in to Panchayat appropriate goals and action plans. • Of all critical stakeholders from and among ERs / CBOs / CSOs • On SDGs relevance and their role in the process	• Collaboration and Partnership in case of limited capacity of PRI, Collaborate with CSOs for data generation at GP level. • In case of limited capacity of PRI, Collaborate with CSOs for data generation at GP level	• Regular review meetings • To assess the progress and determine the course correction as per the requirement • Quarterly review meeting at district level • Half yearly meeting and state level, having a few model GPs that are SDG aligned. • To assess the progress and determine the course correction as per the requirement in GPDP. • Quarterly review meeting at district / block level. • Dash board to be made functional for self-assessment.

7.6 Strengthening SDG Monitoring at Local Level - A ROAD MAP

To keep track of putting in place Evidence based Monitoring Framework, some key steps are given in the Road Map below:

- Develop the parameters for Ease of working with Departments for PRIs to be assessed for Ministry level, State and Departments for ensuring field convergence
- Identification of relevant targets and indicators, and wherever possible and desired develop process indicators/Creating basic minimum shared understanding among the PRIs and frontline workers
- Develop Source of data, numerator/ denominator, periodicity, and methods of calculations - MoSPI and State Statistics Department. Start with a few pilot Panchayats with simple dashboard.
- NIC or Resource agency as empanelled by various ministries of GoI may be roped in for dashboard assignment in each state in a pilot manner. Later on, this piloting may be taken up by NIC as architecture of Dashboard on localization of SDG at the Panchayat Level.
- Identify all the indicators, where data source can be secondary – AWCs, Schools, Panchayat records, Health Centers, Blocks, Antyodaya survey data or the open MIS of government schemes, including MGNREGA in aligning SDG framework with existing systems.
- Strengthening capacities of Elected Representative, PRIs functionaries, officials and data users
- Bring on board all the frontline workers, who can support with data collection and further monitoring – AWW, ANMs, Teachers, GRS, etc.
- Develop the data collection methodology – with basic guidelines, and analysis. Include feedback mechanism to the data collection process.
- Link data with budget (FC grants) and Incentivize the GPs who have demonstrated result, starting from data collection to analysis to budgeting/Linking PRIs budget to
- SDGs.
- Benchmark and collect baseline data
- Partnership with CSOs, Academic institutions, NYK, Youth club, GPLFs for Mentoring of Preparation of GPDP with SDGs compliant which can help in demonstrating it in pilot in the field and expand to complete coverage.
- Innovating and Incentivizing the 3-tier PRIs for attaining defined self-assessed SDGs as mapped for their respective levels at the Block, District, State and National Level as models of success / replication.
- Ensure Analysis, Reports, and Studies with partnerships and feedback loop.

7.7 Test your knowledge - Fill up the blanks

1.   At the national level, _____is designated as the government institution responsible for overall coordination and monitoring of the SDGs in the country.

2.   _____Coordination Committee for SDGs- high level monitoring is recommended once in 4 months.

3.   DISHA is formed at _____level as the District Coordination and Monitoring Commitee.

4.   _____Department once every 2 or 3 months with all Districts to review all aspects of the Localization of SDGs along with Planning & Development Department and other Departments at Government level.

5.   Calendar of _____& Documents to be prepared and brought out at various levels in partnership with Institutions.

Chapter 8: Preparation of GPDP on Village with Good Governance Theme

8.1 Objectives:
- To understand how to prepare GPDP and uploading into the web portal.

8.2 Expected output: Trainers will be able to understand how to use the e-Gramaswaraj portal in uploading GPDP plans, executing the activities, Fund flow, online auditing

Duration: 75 minutes

Module Plan

Sl. No	Time	Topic/Theme	Contents	Methodology	Material Required
1	5 mts	Pre-Session Assessment	Multiple Choice Questions	Hand Raising	LCD Chart paper Marker
2	5 mts	Introduction		Presentation & Discussion	LCD PPT
3	15mts	Components of Master GPDP	Activities& Description, Target, Duration, Funding, Source etc	Presentation & Discussion	LCD PPT
4	20 mts	GPDP focusing on Good Governance of LSDGs on the basis of LIF	Local Indicator Framework (LIF)	Presentation & Discussion	LCD PPT
5	20 mts	e-Gramaswaraj portal	e-Gramaswaraj portal	Presentation & Discussion	LCD PPT
6	5 mts	Post-Session Assessment	Multiple Choice Questions	Hand Raising	LCD Chart paper Marker
7	5 mts	Summing up the discussion by the facilitator	Summary and Learnings	Discussion	

8.3 eGramSwaraj Functions, Features & Recorded Data Management
The primary objective is to improve the quality of decision making by providing access to all important data by solving the complexity and the existence of several key performance indicators in highly structured form with complete information.

8.4 eGramSwaraj Portal
Summarized points of "eGramSwaraj" running web interface portal of Ministry of Panchayati Raj, Government of India.

Portal Website URL: https://egramswaraj.gov.in/

The "**eGramSwaraj**" web interface portal primary focus on capturing & showing all the details related to ZPs, BPs & GPs physical, financial & analytical data. Like address of all GPs with their contact details and its ER details, funds utilized by GPs, BPs & ZPs as per their submitted plan including audit report on its allocated fund and other observation on its financial regularities. This portal gives detail data of assets owned by the PRIs and few more details. This portal also gives concise data on number count of beneficiaries from Centrally Sponsored Schemes too.

Below are the highlighted data that can be seen on this portal:
8.5 Dashboard:
1. **Panchayat Profiles:**
    - Profile created
    - Elected representative active
2. **Planning and Reporting:**
    - Approved ZP plan
    - Approved BP Plan
    - Approved GPDP
    - Physical progress ongoing
    - Geo tagging initiated
3. **Accounting:**
    - Financial progress on boarding (GP & Equivalent)
    - Fourteen Finance commission (Receipt & Expenditure Analysis Report)
    - Fifteen Finance Commission (Receipt & Expenditure Analysis Report)
    - Yearly Book Close Report
4. **Audit Online:**
    - Registered Auditors
    - Registered Auditees
    - Audit Plan (GPs)
    - Observation Recorded (Yearly)
    - Audit Reports Generated (Yearly)
5. **Analytical Report**:
    - Time series Analysis
    - Weekly progress Report
    - State wise progress report
    - State wise date wise login success statues
6. **Center Sponsored Schemes Data**

8.6 Brief Detailing of above-mentioned points:
   1. **Panchayat Profile:** This section presents data related to each GPs & its ERs detail.
   Profile created: Contact & basic informative details on display of panchayats, like address, Panchayat Secretary Contact details & brief details of that Panchayat.

Elected representative active: Count of all elected representatives from different States/UTs including their basic contact details.

2. **Planning and Reporting:**

Approved ZP Plan: It show the approved action plan summary of each ZP, including sector wise & scheme wise bifurcation. Also providing priority wise activity on to the approved action plan.

Approved BP Plan: It show the approved action plan summary of each BP, including sector wise & scheme wise bifurcation. Also providing priority wise activity on to the approved action plan.

Approved GPDP: It show the approved GPDP plan summary of each GP, including sector wise & scheme wise bifurcation. Also providing priority wise activity on to the approved action plan.

Physical progress on-going: This is to show the KPI of each GPs,

Geo tagging initiated: Number count of Geo tagging completed for the different assets.

3. **Accounting:**

Financial progress on boarding (GP & Equivalent): This gives each year financial expenditure summary by/on PRIs, and it's also giving the count number of ZPs, BPs & GPs covered with it. This shows the overall financial year expenditure only.

Fourteen Finance Commission (Receipt & Expenditure Analysis Report): This gives each year financial expenditure summary by/on PRIs, and it's also giving the count number of ZPs, BPs & GPs covered with it. One can see the Expenditure/Grant data for by each state, ZPs, BPs & GPs specifically.

Fifteen Finance Commission (Receipt & Expenditure Analysis Report): This gives each year financial expenditure summary by/on PRIs, and it's also giving the count number of ZPs, BPs & GPs covered with it. One can see the Expenditure/ Grant data for by each state & districts specifically.

Yearly Book Close Report: This presents the total number of Yearly Book Closed by ZPs, BPs & GPs.

4. **Audit Online:**

Registered Auditors: This gives the number count of registered auditors in every States/UT.

Registered Auditees: This gives the number count of registered auditors in every States/UT.

Audit Plan (GPs): This shows the number count of GPs, with Audit Plans.

Observation recorded (yearly): This gives the observation record of states on points *i.e.*
- Variations in Accounts Figure,
- Non-utilization of grants before lapsable date,
- Non- utilization of earmarked funds,
- Violation of rules,
- Others

Audit Reports Generated (yearly): This gives the Number count report on audit reports by each States/UTs.

5. Analytical Report:

Time Series Analysis: Can view the number count on GPs profile created & GPDPs approved in any time duration filter like in last 5 days etc.

Weekly Progress Report: Can view the weekly number count on GPs profile created & GPDPs approved in that week.

8.7 Test your knowledge - Fill up the blanks

1. The e-Gram Swaraj portal focuses on capturing and displaying all details related to ZPs, BPs, and GPs, including their physical, financial, and analytical data as well as information about _____owned by the PRIs.

2. The e-Gram Swaraj portal provides concise data on the number count of _____from Centrally Sponsored Schemes.

3. In the Panchayat _____section of the portal, the informative details on display of panchayats, including address, Panchayat Secretary contact details and brief details of that Panchayat.

4. Under Planning and Reporting, the Approved ZP Plan shows the approved action plan summary of each ZP, including _____and scheme-wise bifurcation, along with priority-wise activities.

5. The Physical progress on-going section in "Planning and Reporting" is used to show the Key _____Indicators of each GPs.

Annexure 1: Case Studies on Village with Good Governance

Gangadevipally Village

Gangadevipally was a small hamlet of the Machapoor gram panchayath in Warangal district of Telangana state. Being remote and cut off from the gram panchayat no development activity or allegation ever rich the people here. People life's were filled

with misery and disbar. So many things could change and yet don't. Because one kept waiting, waiting, and waiting for others to bring change into their lives.

Over two decades ago the people of village decided they had waited enough. They decided to come together and bring about the change they wanted on their own. Today Gangadevipally is an example how a gram panchayat can channelize all the development efforts and transform a small hamlet into award winning model village.

Unique Features:

The village holds the following unique features.

Every house has the bare necessities of the life, and more.

Every house has regular power and water supply to a scientific water filtration plant, a community-owned cable TV service and concrete, well-lit roads.

Disciplined and determined community that has managed to work in harmony towards goals it set collectively.

The village has over two dozen committees to manage areas such as health and hygiene, drinking water, cable television and literacy.

The ratio of women and men are about the same but each woman is also a member of a self-help group, making a significant contribution to family income.

The village came to limelight by adopting a strong stand on imposing total prohibition, including brewing, sale and consumption of liquor.

Safe mineral water supply at the cost of Rs. 1 for a 20-litre can, besides free supply of water through a cooperative committee.

The NGO's, Village Developmental Societies, and Rotary club have been associated with the village.

There is a strict Family planning system with two children in the village.

Village Administrative Committees:

The village has been functioning effectively with the support of various committees. Drinking Water Committee, Toilets Construction Committee, Village Greenery and Cleanliness Committee, Liquor Abolishment Committee, Village Dish Cable Committee, Visitors Welfare and Training Committee, Civil Supplies Committee, Loans Recovery Committee, Women Problem Salvation Committee, School Welfare Committee, Village Mothers Committee, Village Youth Committee, Farmers Welfare Committee, Plastic Bags Abolishment Committee, Physically Handicapped persons Welfare Committee, Internal Audit Committee, Village Unity Committee, Women Empowerment Committee.

Achievments:

The village was achieved remarkable targets based on the effective work culture of the village administrative committees.

100% Complete Liquor Abolishment (right from1992)

100% Tax Collection

100% Toilets Construction in every house (right from 2000)

100% Family Planning Implementation.

100% Every house entertaining the small savings.

100% Literacy Rate

100% Mineral Water Serving Village and First Non Florid village in the district.

100% No Child Labor village

100% LIC Policy holders village

Recognisations:

The village administration was won the following prestigious National level and State level awards on the successful maintenance of good governance.

Nirmal Gram Puraskar, National Award (2007)

Rajiv Gandhi Uttam Gram Panchyath National Award (2007)

Subhram State Award (2008)

Google Gram Panchayat Award (2010)

District Level Best Gram Panchyat Awards (6 times: 1997-98, 2003-04, 2006-07, 2007-08, 2008-09, 2009-10)

Today this village was well identified as centre for excellence in good governance by its remarkable achievements of noble tasks. The domestic and foreign visitors have been visiting to this village around the year to see the successful implementation of various Government schemes and noble works. The visitors flow to this village has been increasing year by year.

Source:

http://www.ijmetmr.com/oloctober2014/GVijay-7.pdf

Punsari Village

The village is located about 82 kilometers north-east of Ahmedabad, the largest city of Gujarat, a state in the western region of India Punsari Gram Panchayat was established in 1955. Like many villages in India, it did not have proper roads. Shortage of safe drinking water was an acute problem. Electricity was available only occasionally. Street lights were non-existent. The sewage disposal system was ineffective. Sanitation was poor. To make matters worse, the gram panchayat did not have sufficient funds to bring in significant changes.

The transformation from just-another-underdeveloped-village to the role model village of the country was gradual. A serious exploration of this exceptional achievement brings out the positive role of rural leadership in this transformation.

Punsari has a primary healthcare center (PHC) which is operational on 24/7 basis. Two qualified doctors are on duty throughout. This center has a separate maternity ward as well. Over the years the rate of institutional delivery and immunization of newborn babies have gone up to 100%. The expectant mothers are given monetary aid and encouraged to attend the vaccination camps. Villagers are covered under a group insurance scheme for life and medical cover. Each villager between the ages of 18 to 60 years is insured for an accidental cover of ` 1 lakh and a mediclaim cover of 25,000. The farmers are insured against any accident under a scheme by RSBY. They get an insurance of 1.2-2 lakh in selected hospitals for treatment in case of an accident.

Drinking water taps are available for all villagers across the village. There are 73 wells which exist in the village and nearby areas which are recharged regularly. Panchayat installed its own reverse osmosis plant producing mineral water to ensure the supply of clean drinking water to the villagers. The water is supplied to all the households at nominal charges of 4/20 liters. BPL families get it free of cost.

Every house has a lavatory leading to cleaner surroundings. Dustbins have been gifted to every household. A tractor trolley collects the waste from every household twice a day. Each village household is charged 30/year for waste management and 2/person/months for cleanliness drive. This helps generate revenue for the salaries of driver, 5 cleaners, tractor fuel and maintenance. There is a separate landfill site for solid waste management. There is pay-and-use toilet for visitors near the bus stand.

The installation of CCTV cameras has also helped in maintaining the cleanliness in the village.

Punsari was completely connected to Wi-Fi in 2006. It is accessible throughout the village through Reliance's data usage plans, so every user has a unique username and password that allows access to the CCTV recordings, mobile library, complaint registrations, etc. This Wi-Fi connection is maintained by volunteers, and electrical engineers with the panchayat. Internet connectivity is provided to the villagers at a highly subsidized rate of 50 / month for unlimited usage. This has changed the village administration completely.

The village now has a proper sanitation and underground drainage system. Every house in the village has its own lavatory, which is remarkable compared to most other villages of India. The village community is prosperous and aspirational. Cars, motorcycles, LED TVs, Split A/Cs, refrigerators, smart phones are a common sight in the village. Thus Punsari's Panchayat has planned and implemented multiple projects for the complete transformation of the village. Effective functioning of these projects collectively has made Punsari a success story and a role model for others to follow. The village administration has been bestowed with several awards in recognition of its exemplary achievements.

Source:
http://www.publishingindia.com/GetBrochure.aspx?query=UERGQnJvY2h1cmVzfC8zMzk3LnBkZnwvMzM5Ny5wZGY=

Annexure – 2: Articles on Village with Good Governance

- http://nirdpr.org.in/nird_docs/casestudies/shramjivi/shramjivi1.pdf

- http://www.ijmetmr.com/oloctober2014/GVijay-7.pdf

- https://www.sciencedirect.com/science/article/pii/S2772655X23000472

- https://www.researchgate.net/publication/353143125_Model_villages_A_pathway_towards_inclusive_development

- https://nanoient.org/upload/pdf/ENT172246.pdf

- https://tribal.nic.in/downloads/ModelVillage/CoE%20Gujarat%20-%20Progress%20Report%20(Jan%20-%20Dec%202020).pdf

- https://hrcak.srce.hr/file/324117

- https://www.researchgate.net/publication/332638738_The_Reconstruction_of_Village_Governance_Towards_Good_Governance_Study_in_Kalianda_District_South_Lampung_Regency

- https://ndpublisher.in/admin/issues/IJSSv10n4c.pdf

- https://kashmirlife.net/the-model-village-farce-5652/

- https://www.academia.edu/65901233/Performance_of_Iso_Certified_Gram_Panchayat_A_Case_Study_on_Papparambakkam_Gram_Panchayat_in_Tamil_Nadu

- http://recentscientific.com/sites/default/files/11801-A-2019.pdf

- https://www.academia.edu/100008615/Good_Village_Governance_Internal_Control_Model_of_Village_Funds_Management?sm=b

- https://doi.org/10.53730/ijhs.v6nS4.10180

Annexure – 3: Video Links for Village with Good Governance

- Film by RD Department Tripura on Self Sufficient village: https://www.youtube.com/watch?v=AFKY-8NmSRM&list=PLr1WFeVzpoLsEZC3Ppn-w-EMP6mfjuUR9&index=43
- Film of BBNL Regarding Broadband Connectivity in GPs (Smart Governance): https://www.youtube.com/watch?v=jqL2Rrmqs20&list=PLr1WFeVzpoLsEZC3Ppn-w-EMP6mfjuUR9&index=44&t=12s
- Film on Village with Good Governance Kapilo, Jharkhand https://www.youtube.com/watch?v=-6y1F0NjiQk&list=PLr1WFeVzpoLsEZC3Ppn-w-EMP6mfjuUR9&index=2&t=3s
- Panchayati Raj Uttar Pradesh Good Governance https://www.youtube.com/watch?v=LP8EdysTb1g
- Good Governance in villages - RDPR – Karnataka https://www.youtube.com/watch?v=3mEkbkYecgs
- Panchayat with Good Governance Bhose (K) Gram Panchayat, Solapur, Maharashtra https://www.youtube.com/watch?v=u0-UmRUv8Vw
- Village Panchayat with Good Governance https://www.youtube.com/watch?v=dUil-8clRh0
- Good governance in Kutch, Gujarat https://www.youtube.com/watch?v=XEciRTagA9w
- Good governance in Kodiyathoor Grama Panchayath https://www.youtube.com/watch?v=M-TYxmDg2Lo
- Good Governance in Govindaraopet Gram Panchayat https://www.youtube.com/watch?v=y515ayrwu1Q
- https://www.youtube.com/watch?v=-6y1F0NjiQk

Annexure – 4: Multiple Choice Questions

1. Development at the local level can be supported by a strong:
   a) Public Private Partnership
   b) Self Help Group
   c) Panchayat Raj Institutions
   d) Local Bodies

   Answer: a) Public Private Partnership

2. The Panchayats are more endowed with agency functions than the statutory functions as envisaged under:
   a) 78th Constitutional Amendment Acts
   b) Article 370
   c) 73rd Constitutional Amendment Acts
   d) Article 101

   Answer: c) 73rd Constitutional Amendment Acts

3. To strengthen e-Governance in Panchayati Raj Institutions (PRIs) across the country, Ministry of Panchayati Raj (MoPR) has launched :
   a) OLA App
   b) Cowin App
   c) ATM
   d) EGram Swaraj.

   Answer: d) EGram Swaraj

4. By collecting and analyzing relevant data, local authorities can make
   a) Informed decision
   b) Money
   c) Transparency
   d) Goodwill

   Answer: a) Informed decision

5. LIF provides a structured approach for assessing the performance of local institutions against predefined governance
   a) Order
   b) Law
   c) Indicators
   d) Assessment

   Answer: c) Indicators

6. The Gram Panchayats in the country have been entrusted with preparation of plans for
    a) Local development
    b) National development
    c) Ward development
    d) Highway development.

    Answer: a) Local development

7. Applications/Inputs can be lodged by visiting Front Office of
    a) Gram Panchayat
    b) Collector Office
    c) Commissioner Officer
    d) Newspaper office.

    Answer: a) Gram Panchayat

8. Files will be listed and processed on the basis of priority fixed by
    a) Panchayat head
    b) Collector
    c) Judge
    d) Software.

    Answer: d) Software.

9. Payment of application fee and demands can also be made through
    a) Cash
    b) Cheque
    c) Demand Draft
    d) Online

    Answer: d) Online

10. Good Governance becomes integral to their proper execution of all the programmes at
    a) National Level
    b) State Level
    c) District Level.
    d) Grass-root Level

    Answer: d) Grass-root Level

11. Government facilities will be available to the rural people by gram panchayat on time at their
    a) Panchayat office
    b) Collector office.
    c) Commissioner office
    d) Door Step

    Answer: d) Door Step

12. All men and women have equal opportunities to improve and maintain their
    a) Livelihood and well-being.
    b) Health condition
    c) Financial condition
    d) Growth condition.

    Answer: a) Livelihood and well-being.

13. It is crucial to ensure that Gram Panchayat decisions and financial records are accessible to the

    a) Public
    b) Police
    c) Military
    d) Govt Officials.

    Answer: a) Public

14. Gender disparities in rural areas can lead to limited participation of
    a) Women.
    b) Children
    c) Physically Handicapped.
    d) Nurse.

    Answer: a) Women.

15. Limited financial resources and lack of infrastructure can hinder the implementation of
    a) Developmental projects
    b) Housing projects
    c) Shipping projects
    d) Commercial projects.

    Answer: a) Developmental projects

16. What kind of data is primarily focused on by the eGramSwaraj portal?
    a) Entertainment data
    b) Financial data of private businesses
    c) Physical, financial, and analytical data related to Panchayati Raj Institutions
    d) Weather data
    Answer: c) Physical, financial, and analytical data related to Panchayati Raj Institutions

17. Where can you access the eGramSwaraj portal?
    a) https://egramswaraj.com/
    b) https://egramswaraj.gov.in/
    c) https://panchayatdata.in/
    d) https://governmentportal.org/

    Answer: b)   https://egramswaraj.gov.in/

18. What does the "Panchayat Profile" section of the portal provide information about?
    a) Weather forecasts for different Panchayats
    b) Contact details of elected representatives
    c) Profiles of Gram Panchayats and their elected representatives
    d) Profiles of international organizations

    Answer: c) Profiles of Gram Panchayats and their elected representatives

19. What does "Geo tagging initiated" refer to in the portal?
    a) The initiation of geological surveys in rural areas
    b) The start of a new geo-location-based game
    c) The number of assets for which geo-tagging has been initiated
    d) The initiation of a global tagging system

    Answer: c) The number of assets for which geo-tagging has been initiated

20. What is the purpose of the "Yearly Book Close Report" in the portal?
    a) To recommend books for reading
    b) To provide information about annual book sales
    c) To assess the financial accountability and transparency of PRIs
    d) To track library membership

    Answer: c) To assess the financial accountability and transparency of PRIs

Annexure – 5: Answers to Fill up the Blanks

Chapter 1- Localization of SDGs and Village with Good Governance Theme
Answers:
1. e-GramSwaraj
2. Right to Information
3. Gram Panchayat Development Plan
4. Teamwork
5. PRIs

Chapter 2 - Good Governance: Overview, 5 Pillars of Good Governance in existing government schemes & Principles and features

Answers:
1. Panchayat Raj Institutions (PRIs)
2. Grassroots
3. Stakeholders
4. Gram
5. Statutory

Chapter 3 - Gram Panchayat Issues related to Good Governance in villages

Answers:
1. Governance
2. Disparities
3. Inclusive
4. Eco-Friendly
5. Decision-Making

Chapter 4 - Local Indicator Framework (LIF) in achieving Good Governance

Answers
1. Grassroots
2. Gram Panchayats
3. Local Indicator Framework/LIF
4. Decisions
5. PFMS

Chapter 5 - Technology Driven Good Governance in Villages

Answers
1. cradle to graveyard
2. Payment
3. dash boards
4. supervisory
5. verification

Chapter 6 - Planning for Good Governance (GPDP Cycle)

Answers
1. Baseline
2. Public
3. Monitoring
4. Situation
5. E-Gram Swaraj

Chapter 7- Monitoring of Developmental Progress ensuring Good Governance

Answers
1. NITI Aayog
2. Inter-Ministerial
3. District
4. RD & PR
5. Reports

Chapter 8 - Preparation of GPDP on Village with Good Governance Theme

Answers
1. Assets
2. Beneficiaries
3. Profile
4. Sector-Wise
5. Performance

Annexure – 6: Source of Information & Reference

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3. Expert Report of Localization of Sustainable Development Goals (LSDGs) in PRIs: https://panchayat.gov.in/document/expert-report-of-localization-of-sustainable-development-goals-lsdgs-in-pris-3/
4. Resolution signed by Union Secretaries of 26 Department's & Ministries: https://panchayat.gov.in/document/resolution-signed-by-union-secretaries-of-26-departments-ministries/
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14. Decentralised Planning process – The Karnataka Scenario: https://panchayat.gov.in/document/shilpa-nag-ppt/
15. ServicePlus A metadata based eService Delivery Framework, NIC: https://panchayat.gov.in/document/manie-khaneja-ppt/
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https://panchayat.gov.in/document/dilip-satapathy-ppt/

20. Gram Manchitra - Geo Spatial Based Decision Support System For Panchayats:
https://panchayat.gov.in/document/uday-kumar-ppt/

21. Geospatial Data & Map Guidelines , Policies & Interventions:
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https://panchayat.gov.in/document/p-kesav-rao-ppt/

23. Framework for Collaboration Scope and Models of Private Sector Engagement:
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VOL-3: FAQs
Theme 8: Village with Good Governance

Chapter 1

Localization of SDGs and Village with Good Governance Theme

1. How many countries signed the 2030 Agenda for Sustainable Development?
Ans: India along with 193 countries signed the declaration.

2. Who co-ordinates SDG work in the country?
Ans: NITI (National Institution for Transforming India) Aayog acts as the nodal institution along with the key nodal and associate Ministries at the Central Government.

3. How many indicators for SDG is set by United Nations?
Ans: A set of 232 distinct global indicators has been identified by the United Nations for monitoring the progress of SDGs and associated targets.

4. What is the process of checking the progress towards SDG?
Ans: Government of India developed monitoring and evaluation framework of nationally defined indicators to measure progress across States and of the country. Ministry of Statistics and Programme Implementation (MoSPI), GoI developed a National Indicator Framework (NIF) in 2018 consisting of 306 national indictors, along with identified data sources and periodicity following due consultation process with concerned Ministries/Departments, UN Agencies and other stakeholders, that also provided the Baseline data for the year 2015-16 across the indicators for which data source was available.

5. How SDG India Index will be measured?
Ans: NITI Aayog has taken the lead by bringing out the SDG India Index – Baseline Report 2018, to further benchmark the position of States and UTs and the Targets to be achieved in a set of 62 priority Indicators from the NIF with identified data sources and periodicity showing how SDGs will be measured in India.

6. What is the progress of SDGs so far?
Ans: The Sustainable Development Goals - National Indicator Framework Progress Report, published by the Ministry of Statistics and Programme Implementation, GOI and the SDGII 3.0 brought out by NITI Aayog, (as well as the earlier years reports of NITI Aayog and MoSPI), highlights the progress made so far in the journey of SDGs. The Reports also show the evidence of progress of States and UTs in India towards achieving the SDGs and associated targets using a composite score based on their overall performance across multiple goals, as well as goal wise and indicator-based progress along with ranking of the performance of States/UTs based on their achievements across SDGs.

7. What is reach of achieving sustainable development goals?

Ans: NITI Aayog's SDG India Index played a key role in driving the SDG agenda in India. The results of the ranking are highly publicized and has raised awareness on SDGs on many levels – within government, media, researchers, private sector and civil society organizations.

8. What is the progress on the competitive score?

Ans: The composite score for India improved, from 60 in 2019-20 to 66 in 2020-21. This indicates that the country overall has progressed forward in its journey towards achieving the SDGs.

9. List the goals that are performing well?

Ans: Nine Goals drive the positive push - 3 (good health and well-being), 6 (clean water and sanitation), 7 (affordable and clean energy), 10 (reduced inequalities), 11 (sustainable cities and communities), 12 (responsible consumption and production), 13 (climate action), 15 (life on land), and 16 (peace, justice, and strong institutions), where India has scored between 65 and 99.

10. List the goals that requires improvement?

Ans: Two goals - 2 (zero hunger) and 5 (gender equality) demand special attention, as the overall country score is below 50.

11. What is the score set for States/UT?

Ans: The SDG India Index 3.0 score for the States ranges between 52 and 75; for the UTs it belongs to the 62 to 79 band.

12. How is the SDG India Index performance?

Ans: The SDG India Index shows wide disparities across States and disparities in target achievements as seen through the indicators. Many States have existing schemes that have had impact on the outcomes as seen through the indicators. States have also started looking at policy, planning and implementation especially around the indicators that show low performance. States have evolved State Indicator Framework guided by NITI Aayog and Mops. Some States have also evolved District Indicator Framework and few also the Block Indicator Framework. Many States have brought out the Vision Document on SDGs for the State, Annual Status Report, and are preparing a variety of documents across goals, departments and issues.

13. How to plug the gaps in SDG?

Ans: The SDGII shows the disparities and reiterates the importance of localised approaches. Further, the focus of SDGs on equality, inclusion, justice and the core principle of "Leave No One Behind" makes the participation and contribution of States and sub-state level units, institutions and all stakeholders in the pursuit of SDGs an imperative, so as to reflect the enormous geographic and demographic diversity as well as socio-economic disparities.

14. What is the linkage between Panchayat Raj Institution and SDGs?

Ans: Considering the importance of rural development in achieving SDGs by 2030, it is appropriate to highlight that Panchayati Raj Institutions (PRIs) with their emphasis on inclusive development, ensuring social justice and deepening democracy will have to play a significant role in realising the SDGs. Further, many of the SDGs targets are within the purview of the 29 subjects devolved to the Panchayats under the Eleventh Schedule. Besides, the Gram Panchayat Development Plan (GPDP) makes necessary institutional arrangements for planning inclusive development of Panchayats to achieve the SDGs. Integrating the GPDP with the SDGs will provide opportunity in achieving the goals which are directly or indirectly linked to Panchayats.

Chapter 2
Good Governance: Overview, 5 Pillars of Good Governance in existing government schemes & Principles and features

1. What is governance?

World Bank in 1993 defined governance as the method through which power is exercised in the management of a country's political, economic and social resources for development.

2. What are the elements of good governance?

   Participatory, consensus-oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law.

3. What is the fundamental activity of PRI?

PRIs are supposed to undertake the responsibility of providing basic services to citizens at the grassroots level.

4. What is the Significance Good Governance in development?

With Good Governance, Government facilities will be available to the rural people through gram panchayat on time and at their door-steps. The public will not have to move from hither and thither to get the work done. This is the importance of Good Governance.

5. How does good governance ensure people participation?

All men and women should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their interests. Such broad participation is built on freedom of association and speech, as well as capacities to participate constructively.

6. What is the strategic vision of good governance?

Leaders and the public have a broad and long-term perspective on good governance and human development, along with a sense of what is prerequisite for such development. There is also an understanding of the historical, cultural and social complexities in which that perspective is grounded.

7. What are the key areas of reforms in Local Governance?

Improving the delivery mechanism of public utilities like water, power, health and sanitation, education, etc. and civic services with greater citizens' and stakeholders' involvement in such processes. Empowerment of local self-government institutions for encouraging participative governance and networking To encourage capacity building and training interventions for better performance of local bodies.

8. What are the 5T pillars?
    i.   Teamwork
    ii. Technology
    iii. Time-line
    iv. Transparency
    v.   Transformation

9. What is the objective of 5T pillars?

To ensure benefits of development under various schemes and responsive service delivery to all residents of gram panchayat through Good Governance. Good Governance is of great significance in making PRIs functional and efficient.

10. What is Village of Good Governance?

Village of Good Governance is getting momentum in India both in concept and practice. This has been particularly triggered by the intensive works by several Indian states including Kerala, Odisha etc. The principal actor in the last mile delivery of SDG outcome is Gram Panchayats.

11. What is the progress for the Village of Good Governance?

Progress for Village of Good Governance is a way to prioritize SDG based outcomes. Therefore, a Good Governance based approach to the LSDGs agenda is highly relevant

12. How to achieve Good Governance?

Good Governance can be achieved through data digitations, Use of effective and efficient computer/app/portal technology to access the performance and outcome of service delivery.

Strictly follow Citizen Charter. Provide services at door step. Convergence of resources from different departments their schemes.

13. What is bottom up approach?

The bottom-up approach is meant to reflect the felt needs of various stakeholders. This process reflects the practice of inclusive governance.

14. What are the schemes can be mapped and converged to achieve Good Governance?

RGSA, 15th Finance commission, State Finance commission, DAY- NRLM, MGNREGA, DDU-GKY, State Poverty Eradication missions, NSAP, SBM, PMAY-G, PDS, Rastriya Swasthya Bima Yojana, JJM, Deen Dayal Upadhyaya Gram Jyoti Yojana and State Sponsored Schemes.

15. How convergence can help in achieving Sustainable Development Goals?

Different programs are conducted by different departments, whose purpose is to benefit the public, but due to lack of coordination between the departments, the purpose of the programs run by the Government is not fulfilled. Therefore, by coordinating the necessary departments and convergence of the programs run by them, the Goals of Sustainable Development can be fulfilled.

16. Name some Convergence of Departments and Schemes

MoPR-MoRD, MoPR-JJM, MoRDs Day NRLM, MGNREGA-SBM, MGNREGA-SBM-PMAY-G

MoPR-MoTA etc.

Chapter 3
Gram Panchayat Issues related to Good Governance in villages

1. How Transparency and Accountability can be maintained in villages?

Gram Panchayat decisions and financial records are accessible to the public, and there are mechanisms in place to hold officials accountable for their actions. Thus transparency and accountability can be ensured in villages.

2. Explain the process of inclusive decision-making in Good Governance?

Active citizen participation by knowing their rights is essential to engage them with the Gram Panchayat effectively. Promoting and encouraging citizen participation is essential for inclusive decision-making and better service delivery.

3. How Gram Panchayat members will be made aware about their roles and responsibilities?

Gram Panchayat members often face challenges in terms of capacity and understanding their roles and responsibilities. Providing training and capacity-building programs can help enhance their knowledge and skills, leading to more effective governance.

4. What is the way for ensuring Gender inequality in local Governance?

Gender disparities in rural areas can lead to limited participation of women in local governance. Ensuring gender equality and promoting women's participation in decision-making are essential for balanced and representative governance.

5. What is the significance of finance for panchayat development?

Limited financial resources and lack of infrastructure can hinder the implementation of development projects and initiatives. Finding sustainable funding sources and utilizing resources efficiently are crucial for effective development of panchayats.

6. Name some challenges to achieve Good Governance in villages?

Coordination and collaboration between Gram Panchayats and higher levels of government are necessary for effective implementation of policies and programs. Bureaucratic hurdles and delays in approvals can be the challenges that needs to be addressed.

7. How does Corruption and Nepotism affect Good Governance?

Corruption and nepotism can undermine good governance efforts and result in the misuse of resources. Implementing anti-corruption measures and promoting ethical behavior are essential to tackle these issues.

8. How to address citizens' complaints?

Establishing a robust grievance redressal mechanism is critical for addressing citizens' complaints and concerns. Timely resolution of grievances builds trust and confidence in the governance system.

9. In present situation, what are the ways improve service delivery and transparency?

In rural areas, lack of access to technology and the digital divide can hinder the adoption of e-governance practices. Bridging this gap and promoting the use of technology can improve service delivery and transparency.

10. What is Environmental sustainability?

Environmental sustainability is the ability to maintain an ecological balance in our planet's natural environment and conserve natural resources to support the wellbeing of current and future generations.

Chapter 4
Local Indicator Framework (LIF) in achieving Good Governance

1. What is Local Indicator Framework?

Ans: Local Indicator Framework (LIF) is a tool used to measure and monitor progress in achieving good governance at the local level. It provides a set of indicators that can be used by local governments and institutions to assess their performance in various aspects of governance and identify areas for improvement. LIFs are typically developed in the context of specific localities or regions, taking into account their unique challenges, priorities, and resources

2. What are the benefits of Local Indicator Framework?

Ans: By implementing the Local Indicator Framework, local governments can enhance their governance practices, build trust with citizens, and work towards achieving the Sustainable Development Goals (SDGs) through effective and inclusive local governance.

3. What are departments connected to Local Indicator Framework (LIF) in achieving Good Governance?

Ans: Panchayati Raj, Rural Development, Women & Child Development, Health & Family Welfare, Agriculture, School & Mass Education, Forest & Environment, Animal Husbandry, Revenue & Disaster, SCST & OBC Development, Social Security & Empowerment of Persons With Disabilities (SSEPD), Cooperation.

4. What are the schemes that LFI supports?

Ans: Deen Dayal Antyodaya Yojana (DAY-NRLM), Mahatma Gandhi National Rural Employment Guarantee Scheme(MGNREGS), Deen Dayal Upadhyaya Grameen Kaushalya Yojana (DDUGKY), State Poverty Eradication Missions, National Social Assistance Programme (NSAP), Pradhan Mantri AwasYojana (PMAY), Public Distribution System (PDS), Rashtriya Swasthya Bima Yojana (RSBY), Swachh Bharat Mission (SBM), Deen Dayal Upadhyaya Gram Jyoti Yojana, State sponsored schemes and programmes on Health, Nutrition, Agriculture, Animal husbandry, Horticulture and Livelihoods

5. What is the role of Gram Panchayat in local planning?

Ans: The Gram Panchayats in the country have been entrusted with preparation of plans for local development. The decision-making process of the Panchayats is such that the Gram Sabha (GS) discusses the development work plans of the GP of the Gram Panchayat Development Plan (GPDP) and the elected representatives execute the plans.

6. What are the subjects which needs more attention for Gram Panchayat development?

Ans: It is observed that attendance in GS is not high in most of the GPs. Inter -ward disparities can be seen in visible signs in terms of village roads, water supply, sanitation, storm water drainage, and street-lighting. In spite of so many schemes, projects & initiatives introduced by the State & Central Govt agencies, even today the level of improvement in terms of basic services and infrastructure in villages has not kept pace with the rising aspirations among rural people.

7. Explain team work from panchayat prospective?

Ans: Constitutional provisions envisage Panchayats to undertake planning for comprehensive holistic development in rural area. GP, Block and ZP Planning Unit will work in a team to take stock and map financial, social, human, natural and other resources to have a realistic assessment of existing situation. All the village level committees namely Village Water Sanitation & Nutrition committees, GKS, standing committees, SMA GPLF, CLF, CSOs and other Scheme related committees need to be work with the PRIs for better functioning of PR administration and programme implementation.

8. What are the subjects where time line has to be maintained by panchayat?

Disaster mitigation activities are to be given top most priority and should be adhered to prescribed timeline. Preparation of plan – GPDP / BPDP / DPDP are to be prepared with in a specific & prescribed time frame. Similarly, RTI other citizen centric, service delivery should be complied with in the timeline to ensure citizens' charter is met. Further timely conduct of Gram Sabha, Panchayat meetings, Review meetings, grievance redressal and reports & returns leads efficient and responsive administration and effective & quality delivery of public services.

9. Name some tools of transparency?

Timely grievance redressal, RTI compliance, citizen charter, conduct of social audit, public hearing along with wide range publicity of information through localized IEC relating to various programmes and schemes will lead to greater transparency in PR administration.

10. What is the use of PFMS?

PFMS is a digital tool used at Panchayat level ensures financial transparency and discipline in Panchayat Fund Management. An effective Panchayat is one that is transparent concerning its functions, expenditures, targets, tenders and contracts.

11. How LIF can be used efficiently?

Ans: The data collected through LIF can inform resource allocation decisions. Local authorities can allocate resources more efficiently to address areas of concern and ensure equitable distribution of public services.

12. How local institutions capacity building can be achieved byLIF?

Ans: The LIF process often involves capacity-building efforts to strengthen data collection, analysis, and monitoring capabilities at the local level. This, in turn, enhances the ability of local institutions to manage and improve governance effectively.

Chapter 5
Technology Driven Good Governance in Villages

1. What is E-GramSwaraj?

Ans: Simplified Work Based Accounting Application for Panchayati Raj

2. What is the purpose of E-GramSwaraj?

Ans: To strengthen e-Governance in Panchayati Raj Institutions (PRIs) across the country, Ministry of Panchayati Raj (MoPR) has launched eGramSwaraj, a user friendly web-based portal. eGramSwaraj aims to bring in better transparency in the decentralised planning, progress reporting and work-based accounting.

3. Name the different departmental areas included in E-GramSwaraj software?

Ans: Civil Registration, Finance and Accounting, Property Tax assessment, Building Regulation, Annual Plan formulation and implementation etc. were the major areas for which software have been developed.

4. Why Integrated Local Management System Introduced?

Ans: The necessity to login to different software applications at multiple times was another difficulty faced. Hence, this forced Government to rethink about the existing software systems which led to the evolution of Integrated Local Governance Management System.

5. Who designed Integrated Local Governance Management System?

Ans: Integrated Local Governance Management System (ILGMS), which is designed, documented and operationalized by the officials of Panchayat Department and developed by Information Kerala Mission (IKM).

6. What are the benefits of Integrated Local Governance Management System?

Ans: The whole organisation consisting of different GPs, its platforms of democracy, governance and regulations, coordinating units/ institutions etc. are arranged in a manner of efficient and effective system, adhering to the principles of good governance by maintaining a database management system. The basic concept adopted is availability of different functional utilities for a particular user subject to the privileges mapped.

7. Which departments are now integrated in ILGMS software?

Ans: The present phase includes Work flow, Civil Registration and Finance modules.

8. How many GP have ILGMS software?

Ans: ILGMS implementation completed in all (941) GPs of Kerala by April 2022. Citizen Service Portal service also available for public.

9. How work in progress can be monitored in ILGMS?

Ans: Comprehensive Dashboard facility is available - User dash board for all users and Monitoring dash board for supervisory officers. Through monitoring dash board, a supervisory user can view list of files at different stages and can be drill down to detailed micro view of any file in the hierarchy.

10. How Turn around Time are handled through the software?

Ans: Service delivery time fixed for an input/arising file is scientifically distributed among each official user as threshold time. When threshold time exceeds ¾ part, the file will be listed in pending file list and after threshold time in the delayed file list. Any lapse in processing will be notified to the user and higher ups through dash boards. This will help in the real time monitoring of file processing and increasing efficiency of the officials.

11. What is FIFO approach?

Ans: First in First out approach – File with least threshold/ service delivery time will be listed top in the inbox of a user. Files will be listed and processed on the basis of priority fixed by the software itself. This ensure a response in every input upholding responsive governance.

12. How does an applicant know his file status?

Ans: Status of the file can be seen public through file search option. Since the file processing is web based, users can view, process the files at any time, from any where

13. Explain the process of filing application directly?

Ans: In case of applications through front office, every input shall be in warded under an appropriate minor function. The application as well as its details get checked there it and a system generated deficiency letter will be served with the acknowledgement receipt itself for incomplete or deficient applications then and there.

Chapter 6
Planning for Good Governance (GPDP Cycle)

1. What are the different phases of GPDP?

Ans: Following are the different phases of GPDP

   i. Preparation Phase

   ii. Consultation Phase

   iii. Setting Goals and Objectives

   iv. Project Identification and Prioritization

   v. Resource Allocation

   vi. Action Planning

   vii. Implementation

   viii. Monitoring and Evaluation

   ix. Review and Reporting

   x. Feedback and Adaptation

2. What are the activities in preparation phase of GPDP?

Ans: The activities in preparation phase of GPDP are

   a. Identify stakeholders: Engage with all stakeholders, including Gram Panchayat members, village residents, community-based organizations, and civil society groups.

   b. Conduct a baseline assessment: Analyze the current state of governance, service delivery, and development initiatives in the village.

   c. Identify key governance challenges: Identify areas that require improvement, such as transparency, citizen participation, accountability, and efficiency.

3. How to conduct village-wide consultations?

Ans: To conduct village-wide consultations public meetings, focus group discussions have to be held and also surveys to gather inputs and feedback from the community regarding their needs and priorities related to Good Governance.

4. How to Identify Good Governance projects?

Ans: Collaboratively identify specific projects and initiatives that align with the governance goals and objectives.

5. How to prioritize projects in GPDP?

Ans: Based on the potential impact and feasibility, prioritize projects that will be included in the GPDP.

6. What are the ways to explore funding sources?

Ans: Identify potential funding sources, including government schemes, grants, and private partnerships are some the ways to explore funding sources

7. What is the process of Action Planning?

Ans: Develop Detailed Project Plans: Create detailed action plans for each Good Governance project, outlining activities, timelines, responsible stakeholders, and performance indicators. Ensure that the Good Governance projects are well-integrated into the overall GPDP and aligned with the village's development priorities.

8. How review and reporting of GPDP should be done?

Ans: Periodically review the entire GPDP cycle, taking into account the successes, challenges, and lessons learned.

9. What is public reporting?

Ans: Public Reporting is to Ensure that regular reports on the progress and outcomes of the GPDP are made available to the community, promoting transparency and accountability.

10. What are the methods of primary data collection during the process of GPDP?

 Ans: Participatory Rural Appraisal (PRA), Focus Group Discussion (FGD), Household Survey and Neighbourhood Survey can be used. PRA tools include Transect Walk, Social Mapping, Natural Resource Mapping.

11. What are the methods of secondary data collection during the process of GPDP?

Ans: Information from Mission Antyodaya (MA), Socio-Economic Caste Census (SECC), Census and data from different line departments can be used.

12. What are the primary objectives of situation analysis?

Ans: The primary objectives of situation analysis are:

1. To collect details of existing scenario of the GP on various development issues;

2. To assess the quality of basic civic services, infrastructure and amenities available.

13. Name the components of Situation Analysis?

Ans: Situation Analysis includes collection, analysis and documentation of both primary and secondary data. The data for analysis should be validated by people. For real-time data collection and monitoring, use of technology including web and mobile phone-based applications can be used.

14. What are the processes for situation analysis?

Ans: The processes for situation analysis are:

1. Existing conditions and development status of the GP related to key areas like health, education, poverty, the situation of vulnerable groups, etc. must be identified.

2. Information about the quality of existing services and quality of life must be collected.

3. Critical information on deficiencies and gaps in basic services, infrastructure and amenities including drinking water, sanitation, drainage, road conditions, cleanliness etc. that exists in the GP must be collected.

15. How to organize Special Gram Sabha?

Ans: A special Gram Sabha will be organized after the collection of primary and secondary data, and other activities as mentioned above. The frontline workers of each department will give a brief presentation on the activities under taken, funds utilized for the current year and proposed activities, funds allocated for the next financial year and a statement of the same needs to be submitted to the GP.

16. What is process of finalising GPDP?

Ans: In the presence of Officials from all line departments and community including Panchayat President, Secretary and GP members, the final GPDP in the form of a brief Presentation of GPDP document with project-wise details and discussion on the prepared plan is to be placed before the Gram Sabha by GP and GPPFT members. This draft goes for approval as per the state guidelines. During the process, the minutes of the meeting are to be recorded properly.

After approval at the Gram Sabha, Gram Panchayats should add all the activities along with the related sectors, critical gaps, asset details. Further, funding schemes & desired amount should be allocated against each activity before the upload of final GPDP in eGramSwaraj portal. Hard copy of the plan may be kept in the office of Gram Panchayat for public disclosure

Chapter 7
Monitoring of Developmental Progress ensuring Good Governance

1. Who will do the overall coordination and monitoring of the SDGs in the country?

Ans: At the national level, NITI Aayog is designated as the government institution responsible for overall coordination and monitoring of the SDGs in the country. NITI Aayog's role in monitoring of localisation of SDGs is of prime importance.

2. What are the levels of monitoring for localisation of SDGs in PRI?

Ans: District, Block and level monitoring are framed for localisation of SDGs in PRI.

3. Does indicators for localisation of SDGs in PRI developed by MoPR?

Ans: Yes. The localisation of SDGs in PRI by the MoPR is to further develop into Frameworks & Monitoring at Block & District level in line with both LIF, as well as BIF & DIF.

4. Is there any documentation for localisation of SDGs in PRI?

Ans: Yes, NITI Aayog annually through Governing Council, bringing out the Documents Localizing of SDGs in PRIs and covering it in the SDGII Report on annual basis.

5. How SDGs in the country will be presented at UN?

Ans: NITI Aayog has established an excellent system in the SDGII with the NIF and also prepared the Voluntary National Review (VNR) for presenting to the High Level Political Forum (HLPF) on SDGs at the UN.

6. What is the process of SDGs- high level monitoring?

Ans: Inter-Ministerial Coordination Committee for SDGs- high level monitoring is recommended once in 4 months. MoPR - bi-monthly meeting representatives from other Ministries not below the level of Joint Secretary need to attend at least for initial year. Inter-Ministry PMU heads/Associates monthly convened by MoPR on various Themes for enabling discussions also with State Project Units online with half the number every month.

7. Who will chair State level SDG High Level Committees?

Ans: At State level, there are SDG High Level Committees chaired by the Chief Secretary with all Secretaries as Members.

8. What is the frequency of district level meetings of SDG?

Ans: Director of Rural Development and Panchayat Raj (HoD), once in 2 months along with other Department HoDs and Department of Statistics reviewing progress in Districts.

9. What can viewed through DISHA Dashboard?

Ans: Monitoring of performance under PDI, SDG Achievement progress, thematic progress and special and innovative work on regular annual basis through Dashboard.

10. Name some secondary data source for identifying indicators?

Ans: Anganwadi Centres (AWCs), Schools, Panchayat records, Health Centers, Blocks, Antyodaya survey data or the open MIS of government schemes, including MGNREGA in aligning SDG framework with existing systems are some secondary data source for identifying indicators.

Chapter 8
Preparation of GPDP on Village with Good Governance Theme

1. What is the primary objective of the eGramSwaraj portal?

Ans: The primary objective of the eGramSwaraj portal is to improve the quality of decision-making by providing access to all important data related to Panchayati Raj Institutions (PRIs) in India, including physical, financial, and analytical data.

2. What are some of the key features provided by the eGramSwaraj portal?

Ans: The eGramSwaraj portal provides features such as Panchayat profiles, planning and reporting tools, accounting of financial progress, online auditing, and analytical reports. It also includes data on centrally sponsored schemes.

3. Where can you access the eGramSwaraj portal?

Ans: You can access the eGramSwaraj portal through the following URL: https://egramswaraj.gov.in/

4. What information is available in the "Panchayat Profile" section of the portal?

Ans: The "Panchayat Profile" section provides information about each Gram Panchayat (GP), including contact details, the address of GPs, Panchayat Secretary contact details, and basic information about the Panchayat. It also includes data on elected representatives with their contact details.

5. What does the "Planning and Reporting" section of the portal display?

Ans: The "Planning and Reporting" section displays information about the approved action plans for Zila Panchayats (ZPs), Block Panchayats (BPs), and Gram Panchayat Development Plans (GPDPs). It includes sector-wise and scheme-wise bifurcations, as well as priority-wise activities within these plans.

6. How does the portal track the physical progress of Gram Panchayats?

Ans: The portal tracks the physical progress of Gram Panchayats through Key Performance Indicators (KPIs) that are displayed in the "Physical Progress Ongoing" section.

7. What does "Geo tagging initiated" refer to in the portal?

Ans: "Geo tagging initiated" indicates the number of assets for which geo-tagging has been initiated in different Gram Panchayats.

8. What information is provided under the "Accounting" section of the eGramSwaraj portal?

Ans: The "Accounting" section provides financial expenditure summaries by/on PRIs, including ZPs, BPs, and GPs. It also includes reports related to the expenditure and grants provided under the Fourteen Finance Commission and Fifteen Finance Commission. Additionally, it presents a Yearly Book Close Report.

9. How does the portal manage online auditing?

Ans: The "Audit Online" section of the portal includes information about registered auditors, auditees, audit plans for Gram Panchayats, observations recorded during audits (e.g., variations in accounts figures, non-utilization of grants, violations of rules), and the number of audit reports generated annually.

10. What analytical reports are available on the eGramSwaraj portal?

Ans: The "Analytical Report" section provides various reports, including Time Series Analysis, which tracks the creation of GP profiles and approval of GPDPs over specific time durations, and Weekly Progress Reports, which show similar data on a weekly basis.

11. What is the purpose of the "Center Sponsored Schemes Data" section on the portal?

Ans: The "Center Sponsored Schemes Data" section likely provides detailed information about centrally sponsored schemes, including data on utilization and beneficiaries.

12. How does the eGramSwaraj portal support decision-making in Panchayati Raj Institutions?

Ans: The eGramSwaraj portal supports decision-making in Panchayati Raj Institutions by providing comprehensive data and analytics on various aspects of PRIs, including financial progress, planning, auditing, and beneficiary information. This data helps PRIs make informed decisions.

13. Can you explain the significance of the "Yearly Book Close Report" in the portal?

Ans: The "Yearly Book Close Report" presents the total number of Yearly Book Closures conducted by Zila Panchayats, Block Panchayats, and Gram Panchayats. It helps in assessing the financial accountability and transparency of PRIs.

14. What type of data can be found in the "Observation Recorded (Yearly)" section of the Audit Online feature?

Ans: The "Observation Recorded (Yearly)" section provides observations made during audits, which may include issues such as variations in accounts figures, non-utilization of grants before the lapsable date, non-utilization of earmarked funds, violations of rules, and other audit findings.

15. How can users utilize the "Weekly Progress Report" in the Analytical Report section?

Ans: The "Weekly Progress Report" allows users to track the creation of GP profiles and approval of GPDPs on a weekly basis. It provides insights into the pace of administrative and developmental activities within Gram Panchayats over time, aiding in monitoring and decision-making.

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