

## **Training Need Analysis of Pradhans of Panchayati Raj Institution**

**INDIRA SRIVASTAVA**

Associate Professor

Department of Sociology, I.S. P.G. College, Prayagraj (U.P.) India

### **ABSTRACT**

“If you wish to plan for a year, sow seeds, if you wish to plan for ten years plant trees, if you wish to plan for a life time, develop men”. This is a Chinese saying which high lights the importance of training man. Training is the process where by people learns the skills, knowledge, attitudes and behaviours needed in order to perform their work effectively. This work-efficiency through training is possible only by the identification of training needs and it will determine the proper utilization of capital and resources.

**Key Words :** Training, Need, Performance, Skill, Knowledge

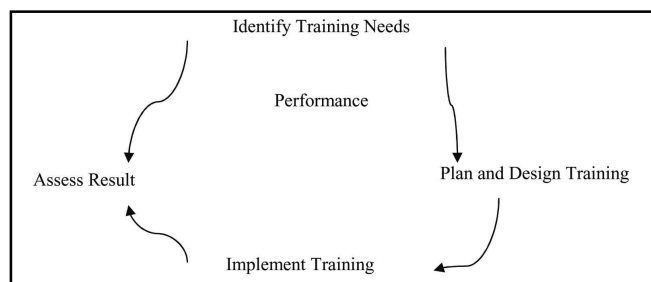
### **INTRODUCTION**

#### **Systematic Approach to Training :**

With the change in time, changes come in the surroundings. To face it in the new circumstances, it is essential for us to equip ourselves to face the new challenges.

#### **Definition to Training :**

In the Glossary of Training Term, the training is defined, “A planned process to modify attitude, knowledge or skill behaviour through learning experience to achieve effective performance in an activity or range of activities. Its purpose in the work situation is to develop the abilities of the individual and to satisfy current and future manpower needs of the Organisation.”



There are four steps in the Systematic Approach of Training which are closely associated with real performance problems.

Systematic Approach to Training can also be explained with the following acronym -

- I - Identified
- N - Need
- D - Design
- I - Implement
- A - Assessment

#### **Identifying Training Needs :**

The first stage of Systematic Approach to training is to Identify Training Needs. Improving performance or overcoming performance problems may occur in the Organisations, Department of with Individuals.

#### **Plan and Design Training :**

After the Training need are identified we plan and design Training. Some problems and needs may fall within existing training provision while other require special attention.

#### **Implement Training :**

In the step of Systematic Approach to Training,

people undertake learning activities. At this step learning is organised and performance problems are removed.

#### **Assess Result :**

In this last stage of Systematic Approach to Training, we evaluate the result obtained from Training Activities.

In the first stage of Systematic Approach to Training, identifying training needs, various types of analysis are made to identify the nature of problem as precisely as possible. Techniques are used for identifying training needs ranges from general to specific.

Training Need Analysis = Identification of performance problem plus and Analysis of Performance Problem plus Identification of Training Needs.

#### **Present Project :**

The present Project is "Identification of Training Needs of Gram Pradhans of Lucknow Region." This is under the stage I of Systematic Approach to training.

Gram Panchayat envisages to prepare every year a development plan for Gram Panchayat. Besides this, other functions assign to Gram Panchayat are :-

- a. Management and Maintenance of Forest, Wastelands, Pasture land;
- b. Collection of Tax and Maintenance of Records.
- c. Improvement of sanitation, Maintenance and improvement of School and Hospital.
- d. Establishment of Primary Schools and Construction of Link Roads, Bridges; and
- e. Supervision of Activities of Six Samitees.

In view of the above activities assigned to Gram Panchayat for efficient functioning of Gram Panchayat, the task of training needs analysis of a large number of Gram Pradhans is sine-quo-none for Grass Root Planning for maximise productivity and improving the economic status of Rural masses. After discussing with the Top Management of Panchayati Raj Department it was agreed that a cross section of the total number of Pradhans say 10% Pradhans of Lucknow Region should be visited to identify the training needs of Gram Pradhans for the activities assigned to Gram Panchayat. A set of 20 questions was framed for obtaining vital information from the Pradhans.

#### **Performance Problem Analysis:**

The village self-sufficiency could not be attained without the active partnership of the village people. The Mehta Committee, therefore, suggested that the villagers

should be given power to decide about their own felt needs and implement the programmes accordingly. Bidyut Mohanty, while explaining the recommendations of the Mehta Committee, observes :

In 1959, the Balwant Rai Mehta Committee suggested that an agency should be set up at the village level which would not only represent the interests of the village community but also take up the development programmes of the government at its level. The Gram Panchayat which was to constitute this agency was, therefore, perceived as an implementing agency of the government in a specific, namely, developmental sphere.

The Panchayati Raj, which came into existence following the recommendations of Mehta Committee, had the following major objectives :

1. To represent the felt needs of the villages community,
2. To give power to the non-officials for the development of village communities, and
3. To give power of implementation or execution of programmes to the people.

Thus, the Balwant Rai Mehta Committee legislatively made the villagers active partners in the task of village development. The responsibility of the execution of development programs was left to the elected members of the Panchayati Raj.

The present Panchayati Raj is constituted as an amendment to the Constitution of India. It is, therefore, the central Act which is adopted by all the states of the union. Some important features of the Act are given below:

1. Panchayats will be considered political institutions in a truly decentralized structure.
2. The Gram Sabha shall be recognised as the life-line of the Panchayati Raj. The voters of the village of clusters of villages will constitute its membership.
3. There will be direct elections in all the three tiers of governance : (i) Gram Panchayat at the village level (ii) Panchayat Samiti at the intermediate level, and (iii) Zila Parishad at the district level.
4. So far as the empowerment of women is concerned, the Act has provided that at least one-third of the total seats at all levels shall be reserved for women of whom one-third shall be from the scheduled castes and scheduled tribes. In this context it is important to note that at least one-third of the total posts of the office bearers

- at all levels will also be reserved for the women.
5. Each PRI will have a tenure of five years and in case it is dissolved by the state government fresh election will be held within a period of six months.
  6. The election to local bodies has to be conducted regularly.
  7. There will be a separate Election Commission and also a Finance Commission for PRI is in every state.
  8. It is obligatory on the part of centre as well as the state to provide adequate funds for the PRIs to enable them to function properly. In addition, the PRIs will have their own fund raising capacity on the basis of the local resources.

The structure of Panchayati Raj is designed in such a way that the 73rd Constitution Amendment Act gives certain powers and functions to the three-tier structure of the Panchayat Raj. The idea is to decentralise the power of rural administration to the elected representatives. The Act enables the elected representatives to take their own decisions within the framework of Act. Some of the important functions of the Panchayati Raj are enumerated below:-

1. Agricultural development and irrigation facilities.
2. Land reforms.
3. Eradication of poverty.
4. Dairy farming, poultry, piggery and fish rearing.
5. Rural housing.
6. Safe drinking water.
7. Social forestry, fodder and fuel.
8. Primary education, adult education and informal training.
9. Roads and buildings.
10. Markets and fairs.
11. Child and women development.
12. Welfare of weaker sections schedules castes and scheduled tribes.

**Some Special Provisions :**

1. Enforcement of prohibition.

2. Protection of land.
3. Minor forest produce.
4. Water resources.
5. Village markets.
6. Development.

If we analyse the functions of Panchayati Raj, it is found that the Act is highly elaborate. The functions of Panchayati Raj in terms of Gram Sabha, Panchayati Samiti, and Zila Parishad are spelt out separately. Quite like functions the administrative powers are also ascribed to each tier. On the whole, the Panchayati Raj System empowers the total functioning of the village system. It stresses on the limited autonomy of the village but also encourages it for interdependence with other clusters of villages.

- a. In view of the above facts and looking at the knowledge and skills of the Pradhans training has become an important tool, especially in the ever changing economic, social, technological scenario because of the various programmes relating to Agriculture, Rural Development, Forestry, Employment and over all sustainable development including Education etc.

**Definition/Description of Area :**

There are 52029 Gram Panchayats, 809 Kshetra Panchayats and 70 Zila Panchayats in Uttar Pradesh. There are 6.75 lacs elected Representatives of various Panchayats is the State of Uttar Pradesh. The present study is confined to Lucknow Region, which comprises Lucknow, Sitapur, Hardoi, Rai Bareilly and Unnao District. The details are given in Table 1.

The present project is concerned with the Training Need Analysis of Pradhans of Gram Panchayats of Lucknow Region.

**Gram Panchayat :**

The Gram Panchayat is headed by a Pradhan. The Panchayat is the first tier of the Panchayati Raj System. A Gram Panchayat is constituted for one village or groups

**Table 1 : Description of area**

Sr. No.	District	Gram Panchayat	Kshetra Panchayat	Zila Panchayat	No. of Pradhans
1.	Lucknow	511	08	01	511
2.	Sitapur	1329	19	01	1329
3.	Hardoi	1101	19	01	1101
4.	Rai Bareilly	965	21	01	965
5.	Lakhimpur Kheri	995	15	01	995
6.	Unnao	954	16	01	954

of villages. The size of the members of Gram Panchayat varies from 5 to 31. The members are elected by secret ballot in the State. The Gram Panchayat has to execute schemes entrusted by Panchayat Samitees and Zila Panchayats. Its administration function are looking after village sanitation, construction, maintenance of roads and bridges, wells, ponds, schools, improvements in health etc.

**Classification/Categorization and/or Job and Task level :**

As per 73rd Constitutional Amendment Act mentioned earlier, there are three tier of Panchayat :-

- Gram Panchayat
- Kshetra Panchayat
- Zila Panchayat

Besides 29 subjects have already been assigned to Gram Panchayat as per XI Schedule. It is therefore essential that for grass root planning Gram Panchayat Plays a pivotal role in planning, formulation and implementation of various schemes, in Bottom up Approach, and as well as Preparation of convergent community Action Plan for upliftment of Rural Masses.

During the course of study, it was observed that the Performance Problem of Pradhans as identified for training need Analysis is concerned at all three levels viz. Organisational, Task and job level. Accordingly there is urgent need of Training need analysis of Pradhans for removing the performance problem for running Gram Panchayat effectively.

**Job and Task Description :**

As mentioned in Panchayat Raj Act after 73<sup>rd</sup> Constitutional Amendment Act, the powers, duties and administration of Gram Panchayat given in various sections of the Act are given below.

**Preparation of Plan :**

Under Section 15A, A Gram Pradhan shall prepare every year a development plan for the Panchayat area and submit it to the Kshetra Panchayat concerned before an assigned date in a form and manner as may be prescribed.

**Functions that may be assigned to Gram Panchayat:**

Under Section 16 the State Government may, by notification, and subject to such condition as may be specified therein, assigned to Gram Panchayat.

- a. Management and Maintenance of Forest.

- b. Management of Wasteland, Pasture land.
- c. Collection of tax and maintenance of records.

**Section 16A :**

Power to make contribution for Organisation etc. outside jurisdiction : Gram Panchayat may contribute such amount for such Organisation and function outside the jurisdiction of the Gram Panchayat as the State Government may be general or special order permit.

**Under Section 17 :**

Powers of Gram Panchayat.

**Under Section 19 :**

Maintenance and improvement of Schools and Hospitals.

**Section 20 :**

Establishment of Primary Schools, Hospitals, Dispensaries, Road, Bridges.

**Section 21 :**

Assistance to Government servant in the performance of his/her duties within its area.

**Data Collection and Evidence (through facts/ interview) :**

For making the study meaningful and broad based, from the point of view the planners, executors and the Pradhans were taken into consideration on the basis of discussion with their dwelling on the performance under different activities. 20 Pradhans were selected randomly from each District of the Lucknow Region for collecting the Primary Data/views through questionnaire.

Detailed discussion were also held at held at the level of Commissioner, Rural Development and Director, Panchayati Raj and Senior Officers concerned with the training.

The available datas in different registers, financial statements, Government Orders, Training Policy etc. were taken into consideration.

The minutes of the meetings, the Inspection reports of the Panchayati Raj Institutions and Government order regarding training of Pradhans were also referred.

**Data Analysis and observation (Segregation of Symptoms/ Causes) :**

The result and inferences of the study based on the

structured questionnaire as well as detailed discussion with relevant departments and Pradhans of the selected Panchayat are given below:-

**Preparation and Implementation of Development Plans :**

80% of the Pradhans were found not aware about the preparation of development plans due to lack of knowledge and skill. They could not prepare and development plan during the last three years. Keeping this fact in view it is essential that they should be imparted training for the same for sustainable development of Gram Panchayat.

**Management and Maintenance of Forest, Waste Lands, Pastural land :**

60% of the Pradhans were not aware about the Management and maintenance of forest, waste land, and pasture land, respectively. It therefore appears that without proper training no improvement in the management of the above is possible, which will lead to lop sided development of Gram Panchayat.

**Maintenance of Records :**

No records with regards to development as well as planning and those of 29 subjects of the XI schedule of 73rd Constitutional Amendment were not found properly maintained at Gram Panchayat. It was revealed by the Pradhans that they are not aware about the maintenance of various records due to which training for the same is highly recommended so that they shall be able to prepare convergent community action plan based on records mentioned above.

**Improvement of Sanitation in School and Hospital:**

The Pradhans were found very well aware about the type of improvement with regard to sanitation, school and hospital. I was surprised to note that they do not even know fully about the objectives of these activities. As such there is urgent need for imparting training of Pradhans about the establishment and improvement of these Institutions.

**Maintenance and Development of various Development Activities and their supervision :**

90% of the Pradhans were not aware about article 28B of the 73rd Constitutional Amendment Act. It would therefore be very difficult for them to prepare

development plan, preservation, maintenance and development of Forest and trees, village communication, management of Hats, Bazar, Mela, maintenance and development of Fisheries and tank etc. Therefore active participation of the Pradhans can not be assured in the socio-economic transformation of Rural areas, which is envisaged under 73rd Amendment Act of the Constitution. The Gram Panchayat are not able to function as institution of Self-Government as per provision of the Article 243(G) of the Constitution.

**Non-training Intervention :**

To solve the performance problem of the Pradhan to execute their duties efficiently, non-training intervention such as execution of devolution of powers, proper building for office and staff. Full involvement of Gram Panchayat Vikas Adhikari is of utmost importance for preparation of development plans and their proper implementation followed by monitoring and evaluation.

**Observation :**

On the basis of the above Result and Analysis, it is evident that Performance problem of Pradhans with regard to day today function of Panchayat and also in implementing the poverty alleviation schemes are due to the lack of knowledge and skills related to the following:-

- What are Development Plans?
- What are the Projects?
- How the Projects are made for generation of economic activities?
- Whether such projects are Bankable and viable in future?
- Management and Maintenance of Forest, Waste lands and Pasture lands.
- Maintenance of Records at Gram Panchayat Level.
- Improvement of Sanitation in School and Hospitals.
- Maintenance and Development of Activities related to Fisheries and Agriculture.
- Role and Responsibilities of Pradhans of Gram Panchayat.

**Training And Non-Training Implications**

**Symptoms :**

- Lack of formulation of development plans at the grassroot level on the basis of available resources.

- Lack of relaisation of transparency about the rural activities to the rural masses.
- Lack of vision of total development through Panchayati Samitees.
- Lack of knowledge and skill for preparation of plans, their implementation.
- Lack of awareness of the powers and duties of elected representatives of PRIs.
- Lack of confidence, leadership and decision making qualities for taking up rural development activities due to ignorance of understanding of conceptual framework of Panchayats.
- Lack of people participation in the formulation of convergent community action plans.
- Lack of demonstration of roll model of best Panchayats.
- Lack of knowledge of maintenance of records and their scrutinizing as well as monitoring and evaluation of projects at Gram Panchayat level.
- Lack of knowledge and skill to stabilise and control of infrastructure belonging to Panchayats.
- Lack of knowledge and skill of resource mobilisation.
- Lack of awareness, public accountability for implementation of various schemes implemented in the Panchayat under control sector, centrally sponsored, State Sector, District Sector Schemes.
- Lack of knowledge and skill for dealing financial implication to be arised due to implementation of various activities at Panchayat level.
- Lack of supervision and control on Gram Panchayat Vikas Adhikari, Lekhpal, ANM and School teacher for increasing efficiency in their working.
- Lack of knowledge of formation of Self-Help Group in the village for self-reliance.
- Lack of Management Information System (M.I.S.).

#### **Performance Problem :**

In effective performance of Gram Pradhans in utilization of their powers and carry out their duties effectively is due to the symptoms mentioned above.

#### **Knowledge, Skill, Attitudinal Deficiencies :**

**A. Lack of Knowledge and Skill :** This is an area where training is an essential component and

calls for training interventions.

**B. Lack of environmental support :** This factor covers the availability of suitable equipment, material systems, procedures necessary for satisfactory performance. If adequate environmental support is not provided then training initiatives are likely to prove ineffective.

**C. Lack of Motivation :** People may be well trained and have the necessary environmental support but may fail to achieve a satisfactory level of performance. This may be due to fail to achieve a satisfactory level of performance. This may be due to lack of third factor, lack of motivation, this can be due to failure to record good performance or to punish in some way poor performance. It can be caused through a lack of incentives to improve or personnel or social corners.

#### **Conclusion:**

This Project Report pertains to training need analysis of Pradhans of Panchayat Raj Institution of Lucknow Region. The study was carried out of assess the Training Need Analysis of Pradhans, keeping in view their Powers, Duties and Administrative Responsibilities.

One questionnaire was used for collecting Primary data/ views of Gram Pradhans. Besides discussion were also held at various levels of Rural Development Departments.

To overcome the performance problem of Pradhans following input concerning with training and non-training intervention are essential.

1. Preparation and implementation of Development Plans at Village Panchayat level.
2. Management and maintenance of Forest, Waste lands, Pasture land.
3. Maintenance of Records.
4. Improvement of sanitation in School and Hospital.
5. Functions of Standing Committees and their supervision.
6. Execution of devolution of powers.
7. Proper office building at Village Panchayat level.
8. Co-ordination between Pradhan and Gram Panchayat Vikas Adhikari.
9. Congenial working environment at Gram Panchayat level.

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