

Indicators of Effective Management of Project By Gram Panchayat organisation In Manipur

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Abstract

Panchayati Raj as an institution is nearest to the people and plays a dominant and dynamic role for all round development of the rural people in India.Itallows participation of people, predominantly weaker sectors of society in the decision building process and local self-administration. In Manipur, a two-tier Panchayat Raj System as per Manipur Panchayati Raj Act,

1994, exists - *Gram Panchayat* at village level and *Zilla Parishad* at district level. The present study was conducted to find the indicators of management of project by interviewing 200 Gram Panchayat members randomly selected from 38 Gram Panchayats from Imphal-East and Bishnupur districts with the help of Interview Schedule. To identify the important indicators of management of project 34 items were selected and given to the respondents in a 4-point continuum viz, most important, important, somewhat important and not at all important with weights 4,3,2 and 1, respectively. To identify the indicators Factor Analysis using Principal Component Method has been done. The important indicators of management of project identified were- Resource Capacity Building and Indigenous knowledge; Infrastructure development and service deliverables; Community resourcing by social awareness; Sustaining human and animal health and Social fencing which have special relevance for effective management of Gram Panchayat organisation in Manipur.

Keywords: Management, Organisation, Gram Panchayat, Factor Analysis

Introduction

The word Panchayat is derived from the word 'Pancha', meaning five. Panchayat entails a 'council of five'. In conventional system, Panchayat denotes to a council of elders who settle arguments and clashes according to local practice, in a community or in a class. It was constant and customary. According to the Rural Development Department (1989), the Panchayati Institutions is usually a three-tier agreement. The first level at village is identified as Gram Panchayat ; the second level at block is known as Panchayat Samiti. It is called *Taluka Panchayat* in Gujarat and Karnataka, *Janpad Panchayat* in Madhya Pradesh, *Panchayat Union Council* in Tamil Nadu, *Kshetra Panchayat* in Uttar Pradesh, *Anchal Samiti* in Arunachal Pradesh, *Mondal Parisadin* in Andhra Pradesh. The third level at district is nominated as *Zilla Parishad*. In Assam it is renowned as *Mohkuma Parisad*.

The first Panchayat structure of Manipur was based on the United Provinces Panchayati Raj Act 1947. It was introduced in the State in 1960. Gram panchayats and Nyayapanchayats were launched for developmental tasks and judicial concerns. People were not satisfied with this panchayat system. They demanded for the introduction of higher level panchayat system like Panchayat Samitis and Zilla Parishad. In response to the aspirations of people, the Manipur

Panchayati Raj Act, 1975 was established by the Legislative Assembly of Manipur. Under this Act, Gram Panchayat, Panchayat Samiti and Zilla Parishad were functioning. But, in Manipur only two-tier structure of Panchayati.e, Panchayat Samiti and Gram Panchayat were introduced. The Manipur Panchayati Raj Act 1975 was not free from drawback. The process of development was found to be slow affecting the welfare of the rural people in the State. Based on the 73rd Constitutional Amendment Act, 1992, the present structure of Panchayati Raj Institution, (the Manipur Panchayati Raj Act, 1994) was enacted on 23rd April, 1994. This system has provided for establishment of two-tier system of panchayat namely - *Zilla Parishad* and *Gram Panchayat*. There is no provision for Panchayat Samiti at Block level in Manipur.

Objective of the Study

To identify the indicators of effective management of project by Gram Panchayat organisation in Manipur.

Methodology

The analysis was conducted in two districts of Manipur, namely, Imphal-East and Bishnupur districts. The Imphal-East district has 3 Blocks namely Imphal East-I, Imphal East- II and Jiribam and Bishnupur district has 2 Blocks namely, Moirang and Bishnupur. Out of five Blocks in two districts, only four Blocks, viz. Imphal East-I and Imphal East-II from Imphal East district and Bishnupur and Moirang Blocks from Bishnupur district were selected purposively. By proportionate random sampling method, 68 Gram Panchayat members from Imphal East-I Block and 64 Gram Panchayat members from Imphal East -II Block, as well as, 34 Gram Panchayat members from Moirang Block and 34 Gram Panchayat members from Bishnupur Block have been selected. In this way a total 200 Gram Panchayat members have been selected as respondents.

Selection of items

The statement relating to management of project were assembled from different sources, like literature, scientists and experts from agricultural universities, Department of Panchayats and

Rural Development, Manipur Panchayati Raj Act 1994 and the investigator own experiences. Primarily, 65 items relevant to management of people were collected.

Final scoring of items

The items were preview to assess their significance in field condition. After consultation with experts, 39 items were selected for management of people for administration to the Gram Panchayat members. Each item was provided with a 4-point continuum viz most important, important, somewhat important and not at all important with weights of 4, 3, 2 and 1 respectively. To identify the indicators of effective management of project, Factor Analysis using Principal Component Method was done with responses obtained from the respondents.

Result and Discussion

For the investigation, the eigenvalues greater than 1 were maintained (Kaiser, 1958). Following 12 eigenvalues were more than 1.

4.804, 4.007, 3.356, 2.727, 2.479, 2.215, 1.793, 1.685, 1.562, 1.321, 1.233, 1.166

The total variance percentages explained were as :

9.606, 7.179, 6.762, 6.498, 6.322, 6.237, 6.194, 5.826, 5.382, 4.366, 4.330, 3.982

The cumulative percentage of the eigenvalues were

9.606, 16.785, 23.547, 30.045, 36.368, 42.605, 48.799, 54.625, 60.007, 64.373, 68.703, 72.684

It could be examined that the 12 factors signify 72.68 percent of total data variance.

Extraction of Factor

The Principal component method, was adopted for factors extraction. The number of factors from 39 variables relating to management of project was twelve.

Factors Rotation

Varimax rotation method was used. The rotated factor matrix of effective project management is shown in Table-1.

Factors Interpretation

Variables with high factor loading were considered. Variables with factor loading .60 and above along with communality .50 and above were selected.

Indicator-1: Resource Capacity Building and Indigenous Knowledge

Indicator 1 consists of four factors which described 27.944 percent of total data variance. Factors 1, 3, 7 and 9 which encompass indicator 1 are explained as

Factor 1

Total data variability of 9.606 percent were accounted by Factor 1. Three variables were selected to explain this factor. The factor loadings were all positive and are presented as

X ₁₂	Industrial exhibitions for the benefit of rural areas	.754
X ₁₁	Agricultural exhibitions for the benefit of rural areas	.725
X ₂₀	Promotion of social and cultural activities	.636

Agriculture is the main domain in the State. Growth and development of a State have a very close relationship with development of agriculture and allied sector. Exhibitions are the most effective teaching methods to expand the production abilities, technical abilities of the producers, to provide a platform for a vast range of technologies, processes, product and creativities pertaining to agricultural industries, opportunities for exchange of know-how and new technologies.

Factor 3

Factor 3 accounted for 6.762 percent of data variability. Two variables were selected for interpretation. Positive factor loadings obtained were presented below.

X ₄	Promotion and development of Horticulture	.816
X ₃	Promotion and development of Agriculture	.810

Agriculture is the main occupation of the rural areas in Manipur. About 60 percent of rural people depend on agriculture for their livelihood. Promotion and development of horticulture provides the villagers an alternative occupation. It reduces the risk of livelihood of the people which mostly depends on agriculture.

Factor 7

Total data variability accounted 6.194 percent by factor 7. Two variables were selected to discuss this factor. All positive factor loadings were as

X ₃₄	Land reclamation and land development works	.838
X ₃₃	Promote implementation of land reforms and land consolidation	.819

The primary occupation of majority of people is agriculture. The Gram Panchayat plays an important role in promoting implementation of land reforms and land reclamation for redistribution of land to the landless farm labourers to enhance better production and generate more employment to rural people.

Factor 9

Total data variability accounted for 5.382 percent by Factor 9. Three variables were selected to explain this factor. The variables and their factor loadings were

X ₁₄	Identification of traditional skills popularizing food processing units	.715
X ₁₃	Identification of traditional skills in the area to	.647

develop small scale industries

The GramPanchayats are empowered for identification of beneficiaries for establishment of cottage industries, arranging collaborative support for Khadi and village industries cooperation and other industrial organization.

‘Resource Capacity Building and Indigenous Knowledge’ emerged as the most effective indicator of management of project by Gram Panchayat organization. This is possible by the development of agricultural and allied sector by adopting land reform measures including land reclamation and land consolidation, organizing exhibitions on agriculture and cottage industries as well as upgradation of traditional skills and preserving indigenous knowledge of rural people. The Gram Panchayat should play an important role for effective management of Resource Capacity Building and Indigenous Knowledge.

Indicator 2: Infrastructure Development and Service Deliverables

Indicator 2 explained 19.327 percent of the total data variance includes three factors i.e. 2, 5 and 8 are explained below

Factor 2

Total data variability for 7.179 percent accounted by Factor 2. Three variables were selected to explain this factor. The factor loadings were as follows

X ₃₁	Maintenance of public park and playground	.860
X ₃₀	Prevention and maintenance of community assets	.737
X ₃₉	Collection of fees, tax from the people by Gram Panchayat for resource generation	.621

Various development initiatives are being executed by the Panchayats. Main objective of these programmes are creation of durable community assets in rural areas in order to strengthen the rural economic infrastructure. Construction of roads, bridges, culverts, Public Park,

playground, etc as well as their maintenance would strengthen rural infrastructure and enhance rural mobility by improving the rural communication.

Tax on land and building within the local limits, fees for providing sanitary arrangement within the jurisdiction of Panchayat were collected for resource generation by the Gram Panchayat organisation and also to prevent destruction of community assets.

Factor 5

Total data variability for 6.322 percent accounted by Factor 5. Three variables were selected to explain this factor. All positive factor loadings were as

X ₁₅	Construction, repair and maintenance of drinking water, wells, tanks and ponds	.719
X ₁₇	Maintenance of rural water supply scheme	.661

Lack of clear water and basic sanitation are the main reason for transmission of diseases in the rural areas. The availability of adequate water to all segments of the humanity are essential for the development of the health of rural people.

Factor 8

Total data variability for 5.826 percent accounted by Factor 8. Two variables were selected to discuss this factor. All positive factor loadings were as

X ₂₅	Construction and maintenance of public latrines	.727
X ₁₈	Constructions and maintenance of village roads, drains and culverts	.708

Roads are the key and essential infrastructure for the rural community to overcome its sense of isolation. Construction of village roads, culverts, etc is important for improving the basic

conditions of the rural populations and providing easy accessibility to the rural community by bridging the gap between rural and urban.

‘Infrastructure development and service deliverables’ identified as the second important indicator of management of project by Gram Panchayat organization. This would facilitate generation of productive community assets for direct and continuous benefit to the rural people to strengthen rural economic and infrastructure facilities.

Indicator 3: Community Resourcing by Public Awareness

Total data variance explained 10.864 percent by Factors 4 and 10 which comprise indicator 3 are explained below

Factor 4

Data variability 6.498 percent accounted for Factor 4 of the. Three variables were selected to explained this factor. All positive factor loadings were as follows

X ₆	Development and maintenance of grazing lands and preventing their unauthorized alienation	.736
X ₁₀	Organization of awareness camps, seminars and training programmes	.715
X ₉	Planting and preservation of trees on the sides of roads and public lands under its control	.710

The Gram Panchayat had the power to protect the village grazing ground. Over grazing leads to physical deterioration of soil and plantation. So, development and maintenance of grazing land to improve the growth, quality and multiplicity of natural vegetation is necessary. Trees are essential part of every locality. It enhance air quality, safe water, conserving soil and support wildlife. Gram Panchayat organisation organises awareness programmes, exhibitions, seminars to disseminate information on technological developments and promotional activities.

Factor 10

Factor 10 contributed for 4.366 percent of data variability. One variable was chosen to interpret this factor. Positive factor loading were as

X ₂₁	Regulations of fair and festivals	.834
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Fair and festivals are andramatic ways to celebrate magnificent heritage,culture and customs.They play a dynamic role to add value to our lives,connect us with our close ones and traditional background.It passes the legends, knowledge and traditions to next generation.

The Gram Panchayat plays an essential rolein restoring and improving the ecological balance in the rural areas through plantation of trees and their proper maintenance, organization of awareness ,campaign and trainings etc. It was revealed from the above discussion that ‘**Community resourcing by public awareness**’ is an important indicator of effective management of project by the Gram Panchayatorganisation and occupied third position.

Indicator 4: Sustaining Human and Animal Health

Data variance explained 8.312 percent by Factors 11 and 12 which comprise indicator 4 are explained below

Factor 11

Data variability of 4.330 percent accounted by Factor 11. One variableselected to analysesthis factor were as

X ₂₇	Participation in programmes of human and animal vaccination	.871
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Vaccination is the best way to stay healthy and protect from diseases. The Gram Panchayat are entrusted the power to implement programmes related to human and animal vaccination. The Gram Panchayat identifies beneficiaries through Gram Sabha for providing subsidy for animal rearing.

Factor 12

12 Factor accounted for 3.982 percent of total variability. One variable chosen to interpret this factor were as

X₃₅ Implementation of house building programme .656

The Gram Panchayat organization implemented many house building programme to enhance the quality of life of poor and providing social security to poor. Villagers were not adequately aware about their problems relating to health and hygiene. The Gram Panchayat has played an important role in promotion of family welfare and implementation of house building programme. So, ‘Sustaining Human and Animal Health’ identified as fourth indicator of management of project by Gram Panchayat organization.

Indicator 5: Social Fencing

Indicator 5 consisted of one factor which explained 6.237 percent of data variance. Factor 6 which includes indicator 6 are explained as

Factor 6

Data variability of 6.237 percent accounted for Factor 6. Two variables selected to explain this factor were as

X₃₂ Helps in prevention of illegal tapping of electricity .797

X₂₈ Regulation of offensive and dangerous trades .674

Electricity is one of the most important blessings that science has given to mankind. It has become a part of modern life. It has many uses in our day to day life .It plays a key role in keeping homes and business running smoothly and provides comfort to people.

‘Social fencing’ identified as the fifth essential indicator of management of project by Gram Panchayat organization. Gram Panchayat plays an important role in prevention of illegal tapping of electricity by implementing rural electrification programme. The five indicators of

effective management of project by Gram Panchayat organisation explained a total 72.684 percent of data variability.

Conclusion

Gram Panchayat is an organisation nearest to the rural people and plays a dominant and dynamic role for their all round development. For smooth functioning of an organisation, effective management is indispensable. For the present study management of people was considered. Management of project deals with the implementation of development activities. Several tasks were performed by Gram Panchayats. Those works which directly help in strengthening and improving the rural infrastructure and result in the creation of durable community assets in the rural areas and also those which improve the rural economy and quality of life in rural area, were taken up for the present investigation. Important indicators of management of project identified were- Resource Capacity Building and Indigenous knowledge; Infrastructure development and service deliverables; Community resourcing by social awareness; Sustaining human and animal health and Social fencing.

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Table-1. Rotated Factor (Varimax) Matrix on Effective Management of Project

Variables	Factors												Communalities
	1	2	3	4	5	6	7	8	9	10	11	12	
X ₁	.541	-.008	.303	-.124	.261	-.007	-.366	-.289	.032	-.248	-.025	-.089	.757
X ₂	.239	-.285	.253	-.222	.165	-.057	-.056	.127	.567	.100	.002	.201	.673
X ₃	-.021	-.024	.810	.095	-.145	-.048	-.138	-.030	.295	.075	-.050	-.059	.808
X ₄	.058	-.247	.816	-.051	.072	-.107	.085	.074	-.041	-.051	-.032	.094	.776
X ₅	.158	.298	.301	.097	.318	-.129	.024	-.451	.197	.090	-.158	-.234	.661
X ₆	.128	.024	.236	.736	-.059	.197	.121	.094	-.093	.208	-.114	.196	.782
X ₇	-.012	-.163	-.056	.098	-.003	-.163	.217	-.389	.402	.070	.305	.405	.688
X ₈	.534	.113	-.029	.264	-.086	.047	.058	-.127	.234	-.383	.053	-.302	.692
X ₉	.146	.141	-.003	.710	.112	.042	-.125	-.267	.142	-.136	.066	-.019	.691
X ₁₀	.269	.066	-.143	.715	.041	-.044	-.117	.150	-.055	-.349	-.085	-.105	.791
X ₁₁	.725	.142	-.030	.156	.064	.237	.013	.035	.196	-.318	.045	.114	.787
X ₁₂	.754	-.066	.050	.121	-.213	.126	.174	.187	.306	.060	-.030	.042	.817
X ₁₃	-.031	.144	.016	.166	-.024	.398	-.089	.118	.647	-.152	-.031	.066	.677
X ₁₄	.437	-.063	.007	-.096	-.053	.003	-.014	-.060	.715	.005	-.046	-.260	.792
X ₁₅	.079	-.095	-.043	.061	.719	-.167	.081	.095	-.056	-.095	.084	.129	.618
X ₁₆	.189	-.065	.331	-.003	.520	.092	.188	.270	.007	.109	-.149	-.052	.574
X ₁₇	-.203	.206	-.221	-.034	.661	.079	-.153	-.116	.076	.151	.135	.139	.680
X ₁₈	.004	-.104	.116	.317	.033	-.212	-.073	.708	.065	-.049	-.220	.071	.737
X ₁₉	.551	-.178	.030	-.035	.232	-.174	-.023	-.112	-.009	.238	.465	-.069	.712
X ₂₀	.636	.211	.023	.011	-.122	-.072	.050	-.277	-.351	.338	-.011	-.023	.788
X ₂₁	-.063	.026	-.036	-.108	.045	-.072	.199	.090	-.001	.834	.188	.026	.805
X ₂₂	.051	-.234	.174	-.137	.504	.083	.242	.352	.076	-.136	.060	.010	.577
X ₂₃	.027	.126	.312	-.299	.086	-.327	.150	.582	.002	-.079	-.216	.122	.746
X ₂₄	.132	.516	-.163	.047	-.038	.457	-.307	-.089	.135	.164	-.209	-.059	.717
X ₂₅	-.053	.060	.010	.088	.199	-.027	.007	.727	.109	.114	.073	.004	.614

X ₂₆	.426	.367	-.035	.184	.232	-.381	.115	.083	-.025	.009	.335	-.212	.728
X ₂₇	-.062	.160	-.062	-.086	.054	.101	-.045	.035	-.023	.135	.871	.016	.834
X ₂₈	-.012	.169	-.089	.115	-.087	.674	-.063	.162	.014	-.160	.332	.112	.690
X ₂₉	-.212	-.002	-.207	.225	.552	.345	.228	.117	-.047	.128	-.048	-.162	.674
X ₃₀	-.023	.737	-.099	.196	.077	.167	-.203	.125	-.039	.130	.162	.136	.746
X ₃₁	.086	.860	-.080	.050	-.070	.053	.096	.125	.014	-.084	-.007	-.082	.803
X ₃₂	.000	.058	-.009	.056	.108	.797	.117	-.158	.087	-.004	-.052	.011	.702
X ₃₃	-.017	-.118	-.012	-.081	.150	.032	.819	.160	-.111	.073	.053	.111	.774
X ₃₄	.045	.112	.062	.028	.105	.044	.838	-.089	.059	.147	-.120	.022	.782
X ₃₅	.089	.172	-.118	-.173	.063	.439	.186	-.042	-.022	-.045	-.093	.656	.756
X ₃₆	.051	.130	.567	.455	-.034	.133	.188	.181	-.278	-.041	-.017	-.190	.751
X ₃₇	.306	.184	.480	-.091	-.288	-.174	.454	-.127	-.124	-.188	.150	-.042	.777
X ₃₈	-.082	.045	.086	.305	.208	-.086	.028	.427	-.004	.131	.057	.592	.714
X ₃₉	-.119	.621	.071	-.071	-.102	.026	.211	-.278	-.214	-.085	.147	.192	.654
Eigen value	4.804	4.007	3.356	2.727	2.479	2.215	1.793	1.685	1.562	1.321	1.233	1.166	
Percentage of Variance	9.606	7.179	6.762	6.498	6.322	6.237	6.194	5.826	5.382	4.366	4.330	3.982	
Cumulative percent	9.606	16.785	23.547	30.045	36.368	42.605	48.799	54.625	60.007	64.373	68.703	72.684	

Table-2: Indicators of Effective Management of Project by Gram Panchayat Organisation

	Factors and Variables	Percentage of Variance Explained by the Factors	Indicators of Effective Management of Project
X ₁₁	Factor 1 Agricultural exhibitions for the benefit of rural areas	9.606	
X ₁₂	Industrial exhibitions for the benefit of rural areas		
X ₂₀	Promotion of social and cultural activities		
X ₃ X ₄			
X ₃₃	Factor 3 Promotion and development of Agriculture	6.762	1.Resource Capacity Building and Indigenous knowledge
X ₃₄	Promotion and development of Horticulture		
X ₁₃	Factor 7 Promote implementation of land reforms and land consolidation		
X ₁₄			

	Land reclamation and land development works		
	Factor 9 Identification of traditional skills in the area to develop small scale industries	6.194	
	Identification of traditional skills popularizing food processing units	5.382	
Total		27.944	
X ₃₀	Factor2 Prevention and maintenance of community assets		2.Infrastructure Development and service deliverables
X ₃₁	Maintenance of public park and playground	7.179	
X ₃₉	Fees,tax collection from people by Gram Panchayat for resource generation		
X ₁₅	Factor 5		
X ₁₇	Construction, repair and maintenance of drinking water ,wells, tanks and ponds		
X ₁₈	Maintenance of rural water supply scheme	6.322	
X ₂₅	Factor 8 Constructions and maintenance of village roads, drains and culverts		
	Construction and maintenance of public latrines	5.826	
Total		19.327	
X ₆	Factor 4 Development and maintenance of grazing lands and preventing their unauthorized alienation		3.Community Resourcing by public awareness
X ₉		6.498	
X ₁₀	Planting and preservation of trees on the sides of roads and public lands under its control		
X ₂₁	Organization of awareness camps, seminars and training programmes		
	Factor 10 Regulations of fair and festivals	4.366	
Total		10.864	

X ₂₇	Factor 11 Participation in programmes of human and animal vaccination	4.330	4.Sustaining Human and Animal Health
X ₃₅	Factor 12 Implementation of house building programme	3.982	
Total		8.312	
X ₂₈	Factor 6 Regulation of offensive and dangerous trade	6.237	5.Social fencing
X ₃₂	Helps in prevention of illegal tapping of electricity		
Total		6.237	