



**WORKING PAPER ON DISTRICT
DECENTRALIZED AND INTEGRATED PLANNING
MADHYA PRADESH**



**Poverty Monitoring and Policy Support Unit (PMPSU)
MP-State Planning Commission,**

**Vindhyachal Bhawan,
Bhopal, Madhya Pradesh
April, 2014**

FOREWORD

“Good Planning is bringing the tomorrow into the present so that we can do something about it now”. The Decentralized Planning has been envisioned by Madhya Pradesh State Planning Commission as a tool of effective governance. It seeks to empower the people by placing the development of the community in their own hands. The aim of preparation of this document is to explore the present situation of State under District Decentralized Planning and identify gaps and challenges and indorse all necessary measures for improvement in process at various level.

This document carries with it the brief history of the District Decentralized Planning, key highlights of Madhya Pradesh District Decentralized Planning, observations and emerging challenges at various level, convergence issues and recommendations. It also suggest the roadmap for strengthening Decentralized Planning Process in the state of Madhya Pradesh.

We would like to gratefully acknowledge the support of Planning Institutions, Departments, Volunteer Institutions and Media representatives all who have contributed their inputs for the preparation of this document. We would also like to thank to all Technical Support Institutions who were also very helpful in terms of sharing their ideas on the various issues and suggested useful recommendations which have also been incorporated in the document.

I gratefully acknowledge the efforts of Poverty Monitoring and Policy Support Unit (supported by DFID) of MP State Planning Commission for this useful output. I especially congratulate Mr. Yogesh Mahor and Mrs. Swati Parihar for their outstanding contribution in making this output with focus and rational approach. I also praise the team members who have co-operated in producing this document.

I hope this publication will be of much use to the planners and research scholars.



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ACRONYMS

BRGF	Backward Regions Grant Fund
CEO	Chief Executive Officer
CSS	Centrally Sponsored Schemes
DC	Deputy Commissioner / District Collector
DDP	District Decentralized Plan \
DFID	Department for International Development
DPC	District Planning Committee
GIS	Geographical Information System
GOI	Government of India
GOMP	Government of Madhya Pradesh
GP	Gram Panchayat
GS	Gram Sabha
HOD	Head of the Department
IIFM	Indian Institute of Forest Management
IT	Information Technology
MGNREGS	Mahatma Gandhi National Rural Employment Guarantee Scheme
MIS	Management Information System
MP	Madhya Pradesh
NRHM	National Rural Health Mission
PMPSU	Poverty Monitoring and Policy Support Unit
PRI	Panchayati Raj Institutions
RKVY	RKVY : Rashriya Vikas Yojana
SSA	Sarva Shiksha Abhiyaan
SIRD	State Institute of Rural Development
SPC	State Planning Commission
SPMG	Strengthening Performance Management in Government
TSG	TSG : Technical Support Group
ULB	Urban Local Body
VO	Voluntary Organization
WALMI	Water and Land Management Institute
ZP	Zila Panchayat

BACKGROUND

A Team had been set up by the State Planning Commission, to study the present situation of state under Decentralized Planning and to recommend necessary measures for reducing the gaps in process in the state.

The Team led by **Shri Mangesh Tyagi**, Principal Advisor of MPSPC and Nodal Officer of PMPSUS comprised **Shri Yogesh Mahor**, Participatory Planning Expert and DY. Team Leader, Poverty Monitoring and Policy Support Unit, **Smt. Swati Parihar**, Specialist, Decentralized Planning Poverty Monitoring and Policy Support Unit. The Team conducted field visits and met innumerable individuals and delegations representing different districts and interest groups. Its members have set the task is to assess decentralized planning process so far and possibilities for future development in decentralization.

This paper addresses the following questions:

1. What is present status of Decentralized and Integrated Planning Process in the state?
2. What are emerging challenges for success of decentralized planning process in the state?
3. What should be action plan for better result in Decentralized and Integrated Planning Process in Madhya Pradesh?

DECENTRALIZED AND INTEGRATED PLANNING AT DISTRICT LEVEL

I shall work for an India in which the poorest shall feel that it is their country, in whose making they have an effective voice.

- Mahatma Gandhi

Decentralization of the planning process is basically an exercise in multi-level planning. The enormous and growing discussions on decentralized governance has attracted the attention of scholars and policy makers all over the world. Decentralized Planning has been conceived as an instrument of local self-government for promoting balance development. Decentralized approach has an inherent capacity to deal with felt needs and aspirations of the people and also motivate them to be the partners in the preparation and implementation of development plans. Participatory development plans attempted at with a bottom-up approach has yielded better results in terms of reduction of social and gender disparities, judicious distribution and use of resources, equal development opportunities to all as against the top down approach of planning. This participatory initiative helps in improving investment efficiency of developmental programmes, transparency and accountability. Collective wisdom is another dimension of decentralized development which is important. By sharing responsibility and gaining confidence people get empowered and become responsible citizens. A democratic polity demands this type of enabling environment for achieving self-sufficiency, sustainable growth and social justice.

Many committees and commission have strongly advocated adoption of decentralized planning approach. Among these the committee headed by Balwant Rai Mehta (1957) took the first step. This lead was followed among others by Asoka Mehta (1978), Hanumantha Rao (1984) G.V.K Rao (1985) and Ramachandran (2006).

These formed some of the important mile stones. Their recommendations invariably led to involve people in planning and development for addressing their felt needs and aspirations. All emphasized that planning should begin at the grass roots and need to culminate to a macro plan. It was felt that such process would provide a platform for rational, faster and sustainable development, bringing transparency and infusing confidence in governmental initiatives of growth and development.

The spirit of decentralization calls for preparation of plans and their implementation by involving people through a participatory bottom up approach. The 73rd and 74th Constitutional Amendment Acts (1993) have paved a way to evolve new system of governance in Panchayat Raj and Local self - government which has mandated local planning at the Gram Panchayat, Block Panchayat and District Panchayat levels as well as at urban local governments and their consolidation into a District Plan in each district.

DECENTRALIZED PLANNING IN THE STATE

The Madhya Pradesh State Government initiated decentralized planning process from the year 2001-02 the main thrust is, to ensure equitable economic, and social development throughout the Madhya Pradesh, and to be a catalyst of the fight against developmental issues like poverty, malnourishment, mortality rate and by increasing people's participation in the planning and management of the development process. In recent years, a lot of emphasis is laid on grass root level planning to restructure the overall development and inclusive growth of Madhya Pradesh. Government recognized local Planning as the critical instrument to achieve the overarching goal of inclusive growth.

State has been a pioneering in constituting district planning committees. All the 50 districts today have duly constituted DPCs. The State Government initiated decentralized planning process from the financial year from 2001-02. The State has constituted a state Steering committee headed by the Honorable Chief Minister to undertake the decentralized district planning in Madhya Pradesh. The operational details and overseeing of the implementation would be done by the Working group headed by the Member secretary of the State Planning Commission (SPC). In 2007, Government of Madhya Pradesh (GoMP) with support from Department for International Development (DFID), Government of UK, embarked on a three year reform programme, the Madhya Pradesh Strengthening Performance Management in Government (SPMG) programme, with the goal of enhanced use of public resources for poverty reduction and human development.

Poverty Monitoring and Policy Support Unit Society within MPSPC (Supported by DFID) has played critical role in designing frameworks and providing technical lead to Planning Commission in decentralization efforts in the state. With the inception of the unit,

DDP strategy has been rolled out in a systematic manner and now, the Planning Commission of Madhya Pradesh is leading the process of decentralized district planning in all 50 districts of the State.

Madhya Pradesh District Decentralized and Integrated Planning Process- Key Highlights

Decentralized District Plan (DDP) is a consolidated plan of all the villages, panchayats, blocks, rural and urban local bodies' plans. Therefore, all the RLB and ULBs plans are added together to prepare the district plan. In addition, the activities that are not included in the Block plans but essential to the district development are also identified and included in the District Plan. The plan provides a consolidated vision for the development of district, and hence a basis for stakeholders in the district to mobilize and utilize the resources.



District level plan is prepared by holding series of meetings where elected representatives, representatives from departments agencies of the district are present. Professionals from PMPUSU, facilitated the meeting and systematized the outcome.

Followings are the beauty of bottom-up Information Collection and Planning process;

1. It is a community based information and planning system. Most of the information is validated in the collection process itself.
2. It provides various statistics, which can be used to cross check departmental data and other information collected by other agencies in regular basis.

Other coordinated action for DDP are as followings:

Workshops and Trainings :

- District level workshops and TOT on decentralized planning conducted in all 50 districts of the state with the technical support of Poverty Monitoring and Policy Support Unit, UN Agencies and Identified Technical Support Institutes.



- ❑ Trainings imparted to the master trainers of the districts (rural and urban separately) Series of trainings imparted also to the data entry operators for feeding the data from the input formats in the IT Based Planning software.
- ❑ A total of approximately 85,000 functionaries including Technical Support Groups have been imparted training as part of this year's roll out.

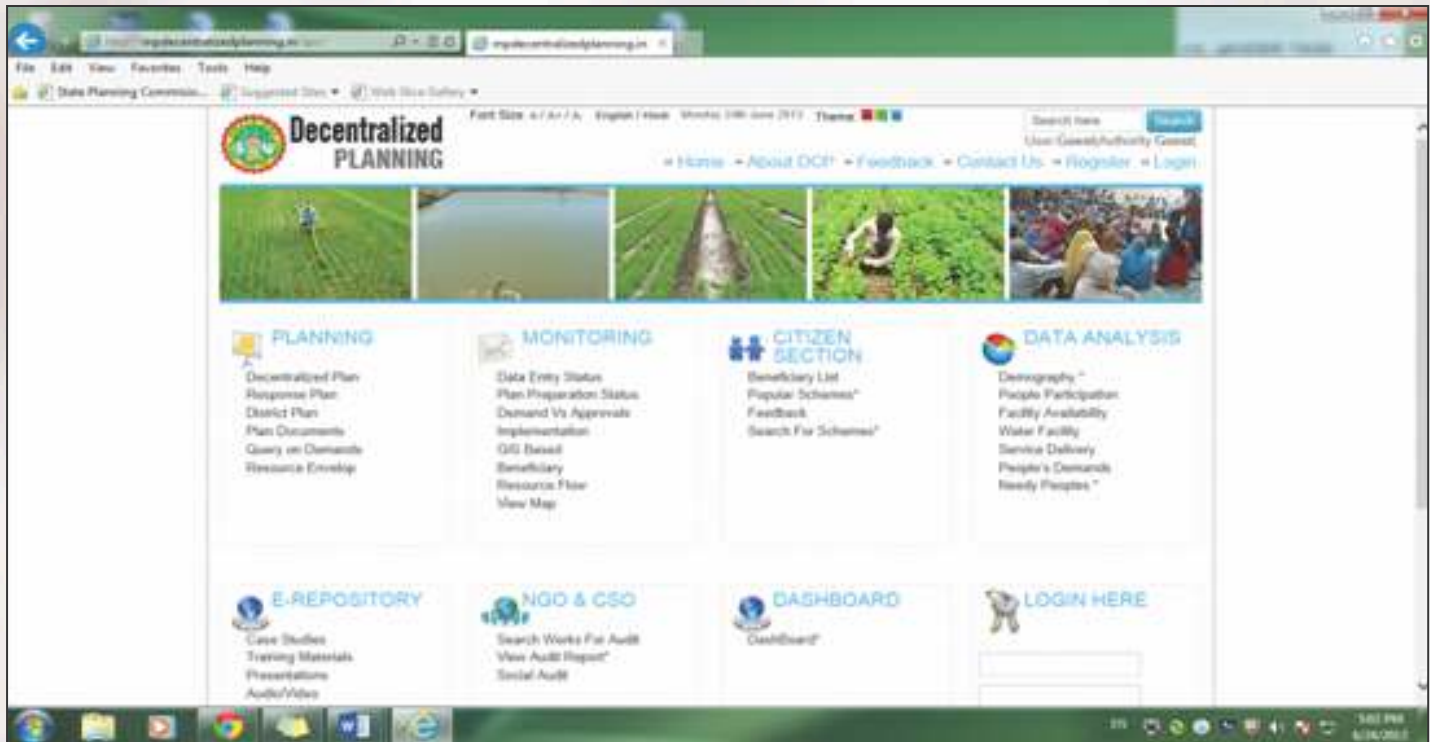
Financial assistance :

- ❑ Rs.168.00 Lakh Financial assistance provided to all districts to undertake decentralized district planning process.

MIS Application Development :

- ❑ Improved Website launched <http://mpdecentralizedplanning.in/spc> which is now facilitating further analysis, planning and monitoring in online mode. This web based software enables in generating plans for District, Block , Gram Panchayat, Urban local body level. The segregated plans for particular sector, department, and schemes are also available through this software for further monitoring and implementation of DDP.
- ❑ The IT application envisaged for the Decentralized Planning to furnish not only for the planning but also for monitoring, evaluation & social auditing purpose. In the planning module the baseline information, available infrastructure and service related soft

issues are being captured including the demands of the society. For effective monitoring of activities mobile based field reporting system is planned to use and for evaluation of land based activities GIS & Remote sensing based technology has been adopted.



- ❑ The IT application is also being integrated with newly developed “Integrated Financial Management Information System” which is being implemented by the Finance Department through which the financial monitoring will also be ensured.
- ❑ To facilitate the social auditing another module is being developed for NGOs and CSOs in which one can select the works and submit the social audit report.

GIS Supported Application Development :

- ❑ To ensure the monitoring of physical progress a mobile GIS application is introduced to capture the locations with photographs of proposed or ongoing worksites.
- ❑ The mobile GIS application is running on the GPS enabled PDAs and 313 devices had been allotted to all the development blocks of the state through department of Rural Development.
- ❑ The mobile application also have feature to capture the progress of the work sites which will helps in monitoring aspects like how many works had been started against approved work plan and what is the current status. One can see the physical progress of the work as the photograph of the work is also uploaded with the Geo-location of the work.



- It is planned to evaluate the land based activities using the satellite images and 0.45 cm resolution satellite data will be used for this purpose, an amount of Rs 16 crore has been allocated to purchase satellite images for the whole state.

Selection of Technical Support Agency :

- Eleven technical support agencies have been selected for imparting training and capacity building and support in plan preparation to the districts.

E-repository :

- E-repository has been developed in the state to support and facilitate the grassroots planning process.

As mentioned earlier, Decentralization of the planning process is basically an exercise in multi-level planning. Although multi-level planning and the problems connected with it have only recently been subjected to serious examination in Madhya Pradesh.

Emerging Challenges in Decentralization in the State

Although state has gone ahead with decentralizing the planning even below the district level to Ward and Gram Sabha level. Now some issues about the process quality and inclusiveness, sustainability, equity, and long-term effects on the service delivery and overall system must address in Twelfth Five Year Plan (Yr. 2012-17) period in the next stage of quality improvement. Thoughtful efforts need to

improve on the key downward accountability linkages between District Planning Committee and Ward-Gram sabha's and finally rural and urban communities. The Study Team of PMPUS conducted field visits and met innumerable individuals and delegations representing different districts and interest groups. The recent observations have indicated a number of challenges hampering optimal functioning of the decentralization framework.

These challenges fall into the following broad categories:

1. Planning of major schemes and Institutional Framework; With lack of clarity in GOI guidelines of planning schemes like MGNREGS, BRGF, NRHM, SSA, RKVY and coherence between sectoral guidelines documents; still mostly departments are unsure about the following the standard grassroot planning process led by SPC.
2. Service delivery; which is hampered by lack of guideline on service delivery performance standards;
3. Fiscal and Financial Decentralization; where funding is still highly earmarked, bureaucracies through inter-department transfers, and generally zero local revenue generation and collection.
4. Capacity Building interventions in Local-self Governments; of Local Government functionaries like Block /Gram Panchayats which is often not synchronized, and local governments have less discretion in setting local priorities for capacity building initiatives. MPSPC also doesn't have special window for capacity building of PRI Members, NGOs or other key stakeholders like media representative.
5. Volunteerism, Participation, Accountability and Democratization.

Critical Observations at District Level Planning Process

1. DDP process is dependent on the individual performance of particular District Collector or CEO-ZP.
2. It has been learnt, none of the institutional mechanisms suggested by MP SPC were in place and performing the given task. Though as time progressed, TSGs were formed. But either block level planning teams/ units or sectoral planning group are not formed or wherever formed, they didn't give impetus to the planning process. This led to extended role of DPC and Planning Commission specifically in terms of consolidation process.
3. A clear understanding of DDP lacks amongst the different stakeholders. It seems that grassroot officials still perceive that DDP is another isolated govt. scheme. This problem also appeared at the PRI level.
4. DPC's & team of District level officers are also lacking the conceptual abilities and institutional capacities for local area developments planning, visioning, coordination and consolidation of plan.

5. The district level officers interpreted the rules and guidelines for carrying out decentralized planning in their own way. Even official memos and orders were not taken seriously by the district administration. Timely review of the process are also not in practice as desired manner.
6. Lack of data pertaining to budget allocations below district level in each sector is not available.
7. Departmental officials and planners lack the understanding of preparing resource envelop at district and block level. They don't plan according resource envelop even though they don't calculate resource envelop of the district.
8. The officials responsible were preoccupied with other works, which proved to be a constraint in their focus and attention towards the smooth completion of the consultation process.
9. The Grass root level workers including members of Technical Support Groups (TSG) who are actually responsible for the task of decentralised district planning are always found preoccupied with other works. Besides, they had many other tasks in the normal discharge of their duty, which proved to be a constraint in their focus and attention towards the smooth completion of the process.
10. To ensure participation of all the stakeholders in the planning process is difficult and burdensome for the officials at the district and block level. They also lack the clarity of preparing integrated & participatory plan at the district level covering all the sectors.
11. The ownership of this exercises unclear as officials reluctant to engage with the process. This is predominantly because of non -functioning of inter-departmental committees responsible for planning.
12. Monitoring mechanism at district level is not presented.
13. The logistic arrangements at block and districts level are not in place for TSG trainings.
14. Government official especially block level are very slow in providing data.
15. Quality of plans submitted by planning teams was not good. Whether it was discussed in gram sabha since no resolution of gram sabha was endorsed with the plan. It was also showing lot of gaps especially in context of technical aspects like unit, cost, mandays and duration.
16. Lack of IT skill is also a constraint among district officials.
17. Errors in data entry, no set process for data entry at block level.
18. Approval of DPC seems just a formal requirement, only signatures are obtained. There is hardly any active involvement of DPC members.

19. Planning units do not formally exist and even if they hardly into functioning mode. The TSGs have been playing a limited role and surprisingly, no feedback/consultation done/ no sharing of information with people at large.
20. DPCs monitoring of the process is appeared to be weak. Convergence has to be at planning stage- commitment of resources by departments etc. Sectoral segment is weak in the ward/village plans.
21. Most of the plans were prepared by the technical support groups (TSGs). These plans have failed to reflect the felt needs and aspirations of the community and the local people and thereby, the plans have become wish-list of local leaders and development functionaries.
22. The activities proposed in these plans were not properly linked with the resources/programmes and schemes.
23. The functioning of ward/gram sabha itself is in question largely. Most places quorums are not complete and signatures are obtained after the meetings.
24. The 'gram sabha', as a statutory body, is supposed to act as a 'mini-parliament' at the grassroots level and is expected to prepare, approve and implement all the action plans in accordance with the guidelines of various schemes/programmes of various ministries. However, the functioning of gram sabah has not been effective and in most of the cases meetings/proceedings have been conducted without prescribed quorum. The decisions taken at the Gram Sabha by and large by the elite groups hardly reflect the needs and aspirations of the common people.
25. The elected representatives be at Gram Panchayat or Urban level, Block panchayat level or at ZillaPanchayat level are not fully aware or self-motivated to participate in the process.
26. Time lines for capacity building workshop are usually not being followed by Districts and Technical Support Agencies were taken granted and expected that they must be available when district want.
27. Technical Support Agencies assigned by PMPSU with the role of capacity building are not delivering to their capacity levels mainly because of irregularity in payment of honorariums by district administration.
28. VOs working at the local level doesn't have capacities to take such kind of processes by themselves.
29. Lack of involvement of PRIs,VOs in planning process.

Observations at State Level

1. The spirit of decentralization has not adequately been spread throughout the breadth and length of the State, districts and therefore, efforts should be made to ensure regular capacity building programmes, transparency, accountability, effective inter / intra-sectoral coordination and convergence of programmes and schemes.
2. State HoDs are not actively involved and passing their instructions to district level officials for preparing plan through decentralized process.
3. State HoDs not taken much interest in coordination of this initiative. Further very less interest was taken by district administration on capacity building of planning teams.
4. Coordination within the departments on state level is not in place.
5. Mind-set change of stakeholders and those who are to implement process of decentralization and strong political support.
6. Understanding the spirit of process and accordingly providing required institutional arrangements well in time and write earnestly.
7. Lack of authority for enforcing guidelines over PRIs.
8. Lack of Capacity building & handholding support.
9. Periodic monitoring of the process and progress are missing area.
10. Lack of encouragements and censuring mechanism as per the performance.
11. Coordination mechanism at state and district level.
12. No Significant support and follow-up mechanism at state level - state should have a full flagged cell for support to districts.
13. No plan for development communication at state level/Regional /District level.
14. Lack of urban planning understanding and technical cooperation's.
15. More emphasis on IT rather than field process and practice improvement.
16. Lack of convergence mechanism in planning process.
17. Media encouragement for creating positive environment building&propagating decentralised planning as a Public Agenda.
18. No review taken place in six months at state level by state nodal agency.

Convergence in Planning

All resources viz human, financial, and physical and even that of ideas and concepts should tend to move towards one point and which is technically considered as convergence. In planning, convergence of services can be possible when an integrated approach is applied. This convergence is very important for achieving intended outcomes and impacts of the projects proposed in the village/ward plan. But unfortunately more divergence than a convergence is seen at the grassroots level due to reluctance of sharing of powers, responsibilities and resources at the sectoral level. In the past convergence has emerged as a major bottle neck in implementing developmental programmes effectively. Convergence envisaged in district plan formulation and its implementation consisted of: a) convergence of programmes /schemes, b) convergence of financial resources c) convergence of departments/disciplines and convergence of efforts of other bodies or and this can be facilitated by the DPCs. But till date this aspect is weak and it need to be addressed meticulously.

Effective implementation of decentralization and convergence require a major mind-set change, which can be done through education, persuasion and force putting all these in a strategic mode.

GOI and states are planning and implementing various development programmes through a set of guidelines and by separate set of administrative and institutional mechanisms. In order to facilitate the horizontal planning process at various local governments' level, the present guidelines of sectors departments needs to be modified to bring uniformity in planning, sanctioning, release of funds, implementation, monitoring and evaluation of the programmes.

Interestingly, all these guidelines stipulate inter programme coordination and convergence. Broad procedures and processes are similar in many ways in these programmes. But the approval system and implementing agencies are different.

Certain Issues in Achieving Convergence

1. Even though all the guidelines stipulate inter programme coordination and convergence, this inter departmental consultation is a rare phenomenon. There is reluctance among the sectoral departments to commit funds for projects emanating from other plans. There is a fear of losing control over 'their' resources.
2. In the absence of institutional platform for the convergence, departmental are raising questions on how to monitor that the planned convergence takes place as the resources may be under the control of some of the agencies outside the fold of the main programme seeking convergence.
3. **Differences in subsidies etc.:** There are differences in norms of subsidy/target groups and accounting procedures which bring in conflicts and complexities in the process of planning for convergence. Harmonization of guidelines for convergence is therefore needed.

Recommendations for achieving convergence in planning

In order to achieve optimum level of convergence in planning and implementation of development programs, the following measures should be taken on priority.

1. **Empowered Authority:** To ensure inter-departmental coordination and resource pooling and facilitate convergence at the district level, as the line departments are under different line of command and control. MPSPC should be notified and given a mandate and the required authority for accomplishing the convergence.
2. **Changes in Guidelines of CSS and Mega Programmes:** The departments concerned should identify the areas of convergence and bring about appropriate amendment to guidelines and circulars.
3. **Flexibility:** Certain amount of flexibility may be needed for convergence to work and this has to be approved at district level committee or authority.
4. **PRI as Centre point for planning.**
5. **Accounting system and recording of works:** Appropriate monitoring mechanism should be put in place to avoid double recording work in different programmes for the same work. Accounting system should also be modified accordingly. **Double entry system must be incorporate.**
6. Integrated and comprehensive Training will also be critical for departments like Rural Development, Education and health and family welfare for achieving desired result.

State level Strengthening Strategy for DDP

1. PMPSUS to prepare a detail DDP strengthen strategy for the state.
2. DPCs should be given adequate staff, sufficient financial autonomy and permanent offices to function as main coordinating authority for district planning process.
3. Capacity building of DPC members should also be done at regular intervals to perform their function in desired manner.
4. The technical staff at the districts who are to constitute the capacity building teams and give technical support for implementation of the DDP process are not capable and not in sufficient number.
5. The role and responsibilities as well as the accountability of Technical Support Groups/Institutions should be fixed and monitored.

6. There is a need to strengthen the capacities of planning units at block level. This will help in involvement of concerned stakeholders in the planning process and also consequently implementation of plans on a sustainable basis.
7. Institutions like IIFM, WALMI, SIRD and academy of administration needs to be strengthened both in terms of technical capacities as well as human resources (DDP expert trainers) to discharge their duties comfortably.
8. The capacities of local level VOs needs to be strengthened by making consortiums and providing them trainings on such issues. A sound understanding on the preparation of DDP is very important for all the stakeholders in the process.
9. DPC should encourage to take services of technical resource institutions/persons to help it facilitating envisioning and bottom-up planning process in different tiers of local government.
10. Mass Media efforts including audio video, print media and awareness programs.

Way Forward Policy Recommendations

1. District Plans should be made a basic document of the district, which should include all interventions in the all departments and Sectors. (No development intervention other than the one identified and included in the district plan should be taken up under any scheme by any nodal department)



2. The entire exercise of District Plans formulation should be in decentralized planning mode with involvement of all stakeholders. Awareness programmes and workshops have to be organized at Ward levels, Panchayat level, Block level and District level with facilitation by Technical Support Institution and State Planning Commission.
3. The District Plans should be prepared based on resource endowments and potentials of the district and based on a detailed needs analysis, without any relation to a specific scheme or a programme.
4. Vision document of the district should be prepared and exhibited in all the Department.
5. In practice, **District Planning Committees** had no role in formulation of Vision of District, but largely also in the plan itself. This requires strengthening. The process should start with greater interaction with DPC members.
6. **SWOT analysis** should be done at all places/ villages and documentaries should also be prepared to build awareness at local levels/gram sabhas. It should be a continuous process even after the plan has been approved. Strengths and weakness can be properly mapped only if data base is strong.
7. All the stages specified in the guideline of district plan preparation should be scrupulously monitored at all levels.
8. Enabling local government to function as units of self-government requires complete devolution of funds, function and functionaries. Activity mapping was initiated in almost villages. But till now, most of the districts have not issued supporting government orders to give powers to local governments for complete devolution.
9. The success in decentralized planning will depend on the extent of implementation of the plans prepared by village/ward. If the plans are not prepared in accordance with the available budgetary resources, there are chances that the plans will remain largely unapproved and does not get implemented. Financial devolution for the village functioning of DPCs and correct budget estimation for planning is crucial in the process.
10. Gram Panchayats and TSG starts planning without having any information on the availability of resources, both in terms of tied and untied allocations. Similarly DPCs need to have information about the resources both from public and private sources. In the absence of this vital information, consolidation of the plans at each level will be difficult and results in preparation of unrealistic plans, which eventually gets scrapped by District and State Government.

Therefore it is recommended to provide disaggregated resource envelopes for different units/levels, which needs to be shared in public domain in advance of the exercise to achieve realistic and integrated planning.

11. Ensuring accountability and transparency in the overall planning and subsequently in consolidation and resource allocation process will generate confidence among the citizens in the process. This can be done through social audit and community monitoring in

implementation. It allows concerned stakeholders, including especially Gram /ward members, to obtain the information necessary to enforce accountability.

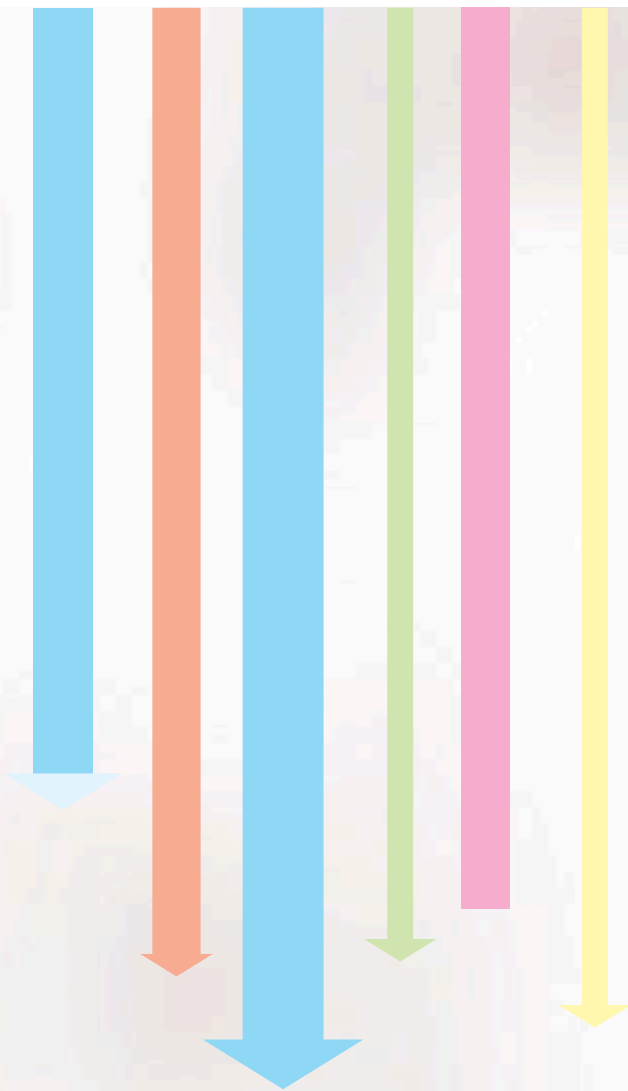
12. The training modules have to be meticulously designed in accordance with the training needs of the functionaries of Local Rural Body, Local Urban Body, PRIs and sectoral departments.
13. There is a need to develop capabilities, expertise in preparation of plans for holistic development at the three-tiers of Panchayati Raj and ULBs through appropriate and competent training institutes.
14. Proper procedures of process monitoring are required to be laid down.
15. No social audit conducted or built in by the districts. It is being desisted even in MGNREGA. Proper procedures of process monitoring are required to be laid down.
16. General strengthening is required for full participation of PRIs, POP, women, landless etc. All these exercises should be converged at the planning stage.
17. A dynamic and well knitted working relationship between Technical Support Institutions, Government line Departments and local bodies have to be established before the preparation of the plan.



18. Implementation must be closely monitored by the Village Committees comprising of beneficiaries and other crucial stakeholders.

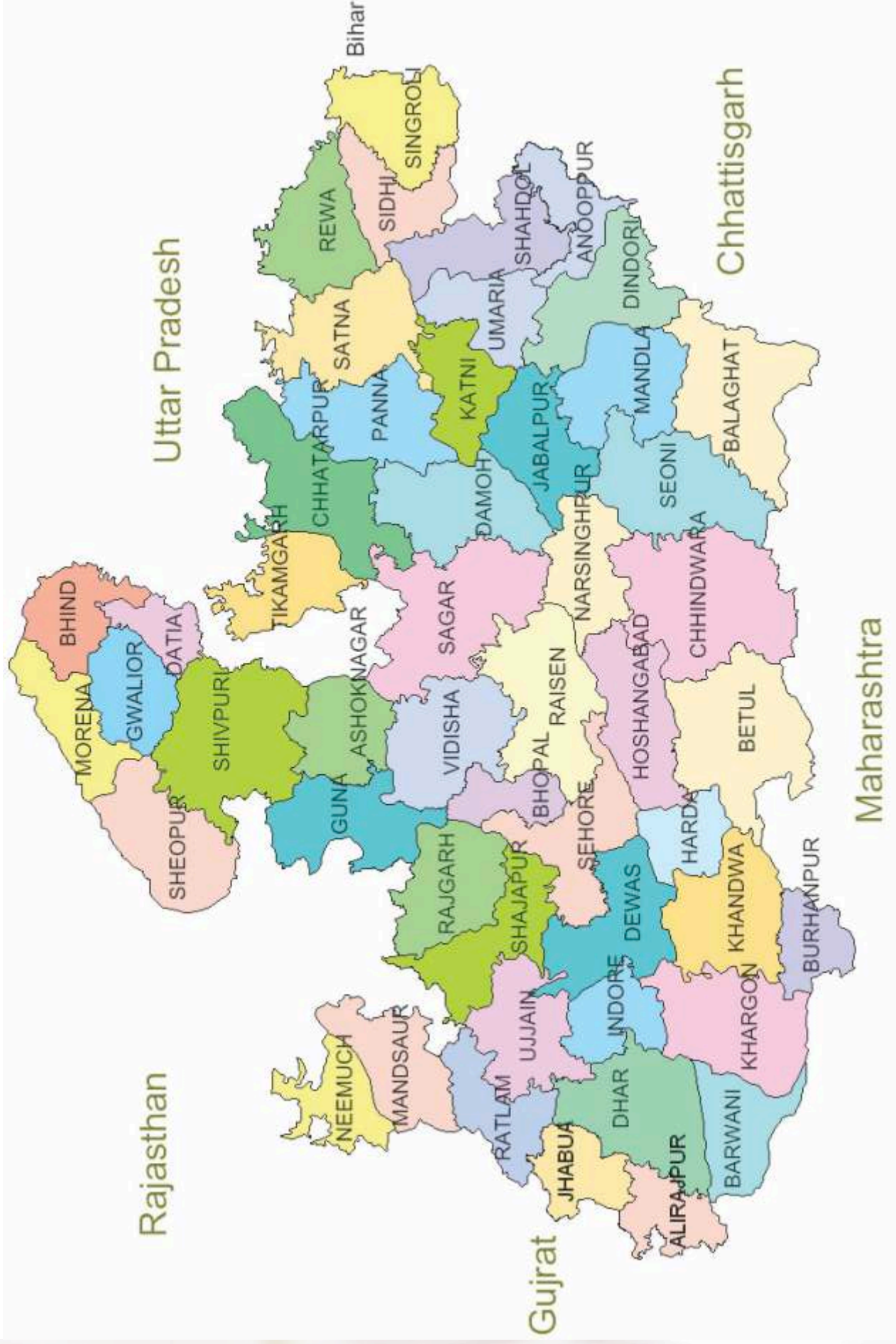
19. Linkages between panchayat and the other development departments have to be streamlined, strengthened and institutionalized.
20. Effective capacity building and information sharing among the stake holders including local bodies should be given adequate importance.
21. Monitoring and evaluation cell has to be strengthened at district and State Level for systematic observation of events, analysis and correction of actions wherever needed.
22. Monitoring and evaluation cell should facilitate mid-term evaluation and at the end of third year by the external agency.
23. More time and planning is required for plan preparation.
24. Building of technical expertise for innovative and integrated planning.
25. Rationalization of plan should be made on the ground level.





26. Prepare more integrated plans for more delivery of outputs.
27. More awareness about participation in planning process, convergence of projects with other schemes is necessary.
28. The success stories under decentralized planning and the procedures followed in decentralized planning will also documented and presented throughout the state.
29. Development of separate portal for DDP will also be helpful for coordination and integration.
30. An incentive scheme for the successful implementation of DDP may be started by the SPC. There is a need for award of performance based incentive to the best performing districts. Similarly there should be a disincentive for poor performing districts to encourage the implementation of DDP successfully in true vigor and spirit. The five best districts in each year should be considered.
31. The five best performing districts will be chosen by the independent committee formed specifically for this purpose. This committee should be authorized to develop selection criteria preferably based on an objective performance and processes followed in preparation and implementation of the DDP.

MADHYA PRADESH MAP





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