

Revision/Updation of the Functioning, Roles and Responsibilities of Gram Sevaks/Sevikas

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Executive Summary



Introduction

This report is an outcome of the Knowledge Partnership between Public Affairs Foundation and Govt. of Meghalaya for the greater realisation of human development goals embodied in the United Nations- Sustainable Development Goals -2030 (UN-SDGs). One of the basic requirements in this context is decentralised governance, empowered people and policies for formulation and implementation of development plans at grassroots level. The system of local governance in Meghalaya at local governance level is a mix of traditional and modern structures. In this framework, the Gram Sevak/Sevikas serves as an important link between people, traditional village councils and the formal structure of Autonomous district councils. The Govt. of Meghalaya, desirous to know about the effectiveness of functioning of Gram Sevaks/Sevikas and the requirements for updation/revision of the roles and responsibilities for enhancing the development outcomes at the grassroots level.



Scope, Objectives and Methodology

- The Government of Meghalaya intends to strengthen the service delivery mechanism at the village level to maximise the development outcomes. In this context, the study is sponsored to review the functional efficiency of Gram Sevak/Sevika and **suggest for revision/updation of the Functioning, Roles, and Responsibilities of Gram Sevaks/Sevikas** and the requirements for the same. The scope of the study is limited to the functional assessment of Gram Sevak/Sevika in Meghalaya
- The study applies mixed methods approach to derive the findings and recommendations. The functioning of the existing system is assessed based on the secondary data available from different sources in the State to identify the gaps and requirements
- The primary data is collected to know the realities at the field level and assess the effectiveness of functioning of the Gram Sevaks/Sevikas. A multi-stage stratified sampling is adopted to select the final sample of Gram Sevak Circles and Gram Sevaks/Sevikas for the study. It covers collection of data from a sample of 60 Gram Sevaks/Sevikas, representing 7 districts in Meghalaya
- For understanding the local realities and the context, the National Service Scheme (NSS) students from St. Anthony's College, Shillong were selected for the sample survey. The other motive was that this will enrich their knowledge about local problems and issues leading to their more effective participation in local governance in coming years
- The NSS students were given adequate training online as well as offline for the primary data collection tools.



Major Findings

- The major factors that have significant impact on their functioning are **Education and Job Satisfaction levels**
- The overall work efficiency/productivity as reflected in work hours, work completion,

submission of reports, learning new skills are significantly impacted by level of education

- Job satisfaction is another factor that has significant impact on work hours, reports and acquiring new skills
- In Garo hills, the delay in completion of work is more among less qualified workers. The same is observed in Jantia, the better performing region
- Only 25% of the Gram Sevaks/Sevikas responded that all the work gets completed within time. Majority said the work is delayed sometimes. The delay in work is especially more in Garo region with more than 90% responding that work is either sometimes delayed or delayed always
- The Gram Sevaks/Sevikas is spending more time in monitoring the PMAY scheme. The other scheme is NREGA
- Supervisor's guidance, monitoring and feedback has influence on work patterns and submission of reports. Lower levels of supervision in Garo hills has resulted in work delays and submission of reports
- Age is an influencing factor in submission of reports and work hours. The experience gained has helped to achieve better work performance but the attitude towards learning new skills is low
- In Khasi hills, prominent factors such as education, age demographics, and rapport with supervisors appear non-problematic. Financial and logistical constraints have been reported to hinder work hours. These barriers should be targeted to improve productivity
- Though Meghalaya follows the matrilineal society system, the participation of women in grass root governance is very low. In our sample only 6 (10%) women were there. They are kept out of Village council. Their performance in implementation of NREGA has now made the State to reserve 50 percent seats in VEC(Village Employment Council) for them (Aug. 2020). On similar basis, their increased participation in village councils may promote participatory development
- More salary, and restoration of TA are the top suggestions for improvement given by the employees
- Better facilities such as better office space, transportation facilities, network facilities and training etc. are also suggested to improve work efficiency.



Recommendations

It is observed that like the Panchayat Development Officers in other States, the Gram Sevak/Sevika plays a significant role in governance at village level. The government can use his/her presence in blending the traditional and modern institutions of governance at the village level.

- The job chart of the Gram Sevak/Sevika requires better knowledge about Govt. schemes and technical skills. It is recommended to increase the minimum qualification for recruitment of Gram Sevak/Sevikas to graduate level as in other States like Karnataka

- * **The qualification should be - Graduate/ Post Graduate degree or Diploma in science, humanities, Social Sciences /technical / professional etc**

- * **Create a pool of human resources with technical skills from the Gram Sevaks/Sevikas to offer the repair/ restoration/plumber/electrical services etc. when required.**

- Develop Standard Operating Procedures (SoPs) and guidelines for Gram Sevak/Sevikas
- Prepare training manuals and provide training to the Gram Gram Sevaks/Sevikas at various stages

- * **The induction training should be comprehensive in coverage including communication and soft skills. Continuous updating of knowledge is required with changing technologies and digitisation processes**

- * **NREGA has significant penetration of technology which requires better education and technical skills among the gram Sevaks**

- * **Training on Preparation of Community and Rural Development plan for Gram Sevaks and Gram Sevikas at the District, at the State, at the Block and at the Village level**

- * **Meghalaya SIRD (State Institute of Rural Development) should arrange separate training courses for Gram Sevaks/Sevikas or they can be arranged in PPP mode**

- Gram Sevaks/Sevikas work at the village level with the people, therefore, their representation in DPDC is essential to target schemes/ programmes on local issues
- Provide space for women in local governance system on the model of VEC under NREGA
- Revise the job charts of Gram Sevaks/Sevikas orienting them towards localisation of Sustainable Development Goals and planning at village/block level based on 9 themes of NITI Aayog
- The traditional systems of governance in Meghalaya need to be included in development planning and service delivery, and to be given specific roles and responsibilities

- * **Given the relatively low population density and hilly terrain in the State, an intermediary tier may be placed between the ADCs and the village level institutions. The BDO and the Gram Sevaks/Sevikas can provide the link**

- Provide adequate peer support and guidance and monitor the performance of Gram Sevaks/Sevikas
- Revision of pay, along with means of improving mobility of Gram Sevaks through provision of transport allowance especially in difficult terrains.

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Background

The Department of Planning (DoP), Government of Meghalaya and the Public Affairs Centre, Bengaluru (PAC) entered into a three-year Knowledge Partnership in March, 2022 with an extant vision to collaboratively explore opportunities in evidence-based policy formulation, outcome-sensitive programme design and Information, Communication and Technology (ICT)-enabled government service delivery. The Knowledge Partnership is firmly anchored in the greater realisation of human development in Meghalaya, the contours of which are traced by the United Nations- Sustainable Development Goals (UN-SDGs). Public Affairs Foundation (PAF) is a sister organisation of PAC is engaged with drafting a framework of suggestions and recommendations regarding the revision and updation on the qualifications, functioning, roles and responsibilities of Gram Sevaks/Sevikas taking into account the rapid development that has taken place over the years in terms of technology and higher expectations of effective, timely and efficient public service delivery.

Introduction

As India celebrates its 75th anniversary of Independence, the country has shown immense progress in self-governance. Throughout its evolution as the world's largest democracy, the third-tier institutions - Panchayati Raj Institutions (PRIs) and Urban Local Bodies (ULBs) - have emerged as a crucial building block in taking governance to the people at the grassroots. The North Eastern States like Meghalaya are brought under the 6th schedule of the constitution to ensure that the governance set up is conducive with the socio- cultural environment of these States. In Meghalaya, Sixth Schedule ADCs have succeeded to a great extent to preserve the identity and autonomy of tribal population. Yet, the State has unfinished agenda of participatory governance. The performance of the State in human development, which is largely influenced by the governance and service delivery, is at a low level. Meghalaya ranked **24th among 32 States** in the country in 1991 and **26th among 35 States** in 2005 (Meghalaya Human Development Report 2008). NITI Aayog's report on NE Region -SDG index & Dashboard Baseline report 2021-22 indicates poor performance of Meghalaya in attainment of Sustainable Development Goals. In Meghalaya only one district **East Khasi Hills (66.27) is in front runner and is at 57th position among 103 districts**. Remaining 10 districts are in performer's category. **North Garo Hills is at the bottom 98th position** (Score 56.87). These outcomes indicate the dire necessity of localising SDGs and planning for human development at grassroots level in participatory process. Empowering the people and local institutions is a basic requirement in this direction.

Profile of Governance in Meghalaya

The entire State of Meghalaya is covered under the provisions of the Sixth Schedule of the Constitution. Accordingly, there are three Autonomous District Councils (ADCs) in the State:

1. Khasi Hills Autonomous District Council, which covers East Khasi Hills, West Khasi Hills, Eastern West Khasi Hills, South West Khasi Hills and Ri-Bhoi district.
2. Jaintia Hills Autonomous District Council covers two Civil Districts i.e., West Jaintia Hills and East Jaintia Hills under its jurisdiction.
3. Garo Hills Autonomous District Council. It is seated at Tura and covers East Garo Hills, West Garo Hills, South Garo Hills, North Garo Hills, and South West Garo Hills.

Table1: Coverage of Autonomous District Councils

District Council	Area (kms)	Population	ST Population Total and %
KHADC	10,443	14,68,223	14,11,775 i.e., 96.15%
JHADC	8,167	3,95,124	
GHADC	3,819	1,103,542	8,21,026 i.e., 74.39%
Total	22,429	29,66,889	25,55,861 i.e., 84.15%

Source: [Meghalaya Population Census 2011, Meghalaya Religion, Literacy, Sex Ratio - Census India](#)
[Centre for Policy Studies: Religion Data of Census 2011: XXX ST Meghalaya \(cpsindia.org\)](#)

Table 2: Functions of the Autonomous District Councils in Meghalaya

Legislative	Power to make laws related to allotment and use of land, management of forests, establishment and management of villages and towns, regulation of shifting cultivation, inheritance of property, and social customs, with the Governor's assent
Judicial	Powers to constitute village courts, with appellate powers with the Council
	Appeals from council courts lie with the High Court
	Village chiefs/headmen appointed chairmen of village courts
	Subordinate/additional district courts — EC appoints, with Governor's approval
	District council courts-one or more judicial officer (s) is designated; judges are appointed by the EC, with Governor's approval
	In Garo Hills, village courts consist of the Lasker of the village + two members elected by the village council
	In Jaintia Hills, village courts are headed by the traditionally elected village chief/headman and have 2–6 members
Executive	Appointment and succession of chiefs/headmen
	Establish and manage primary schools, dispensaries, markets, cattle pounds, fisheries, roads, waterways and road transport, and forests (excluding reserve forests)
Financial	Prepare and pass budgets, assess and collect revenue, impose taxes on trades and markets, collect tolls, manage licenses, and lease/share in royalties collected by the State government

Source: *Meghalaya State Vision Document 2030*

Each district of the State has however constituted a District Planning & Development Council (DPDC). The DPDC is headed by the Chairman who is a Cabinet rank minister from the district. The Deputy Commissioner of the district is the Vice Chairman with MLAs of the district and Chief Executive Member of ADC of the district as the members. The district plan formulated by the council is based on departmental proposal submitted by the district offices with no framework for developing of plans from villages upward (4)

Traditional Institutions of Governance

Historically, the Khasis, Jaintias, and Garos have had well developed political systems of their own, with extended power and authority. The Jaintias and Khasis had a fairly organised three-tier system of governance under a Syiem, which was the highest level in the hierarchy. The Garos had a two-tier governance system.

In Khasi Hills the traditional governance structure consists of the Dorbar Hima at the top, followed by the Dorbar Raid and the Dorbar Shnong at the grassroots. At the village level, we have the Dorbar Shnong or village council headed by Rangbah Shnong (village headman) who is elected by adult male residents of the village and heads the village administration. Every adult male member of each household in the village is a member of the village council and is required to actively participate in the deliberations of the council and facilitate decision making.

In some areas, we also have another tier above the village council which is known as the Dorbar Raid which is the council of clusters of villages presided over by Basans or Lyngdohs. At the top of this structure is the Hima (comprising villages/Raid) which is governed and ruled by Dorbar Hima (council of adult male members from every constituent village and Raid). The Syiem (chieftain) is the head of the Hima and is generally elected by a small electoral college from a particular clan. Similarly, his assistants (myntri) are elected from a particular clan, and this election method can differ from one district to another. In the Jaintia Hills, the traditional governance structure is similar to that existing in Khasi Hills, except that in place of the Syiemship we have the Dalloiship (5). A unique feature of the Khasi political system was the democratic process followed in decision-making in dorbars.

The Garos have a much simpler institutional set up which is a clan based village community. The system of governance consists of Akhing land which is equivalent to a village or a group of villages. All the land within the Akhing belongs to a particular clan or lineage and the Akhing functions under the supervision of the Nokma who is the head of the clan. The Nokma regulates the political, social and economic life of the people under an Akhing with the common consent of the Akhing elders who function as his council of advisers. There is no political unit above the Akhing and no authority higher than the Nokma (6).

The Syiems, Daloi and Nokmas perform both executive and judicial functions. They manage markets and forests under their jurisdiction and also administer justice. They also perform functions associated with the indigenous religious practices of the tribals in the State. At the village level, the village headman and the village council play an important role in local dispute resolution and for the welfare of the village (Gassah, L.S., 2002).

In the NREGA districts, village employment councils (VECs) and area employment councils (AECs) have been set up to implement the provisions of the scheme. These institutions have been further supported and supplemented by participative bodies set up under the Natural Resource Management Project of the International Fund for Agricultural Development (IFAD).

Literature Review

There are few studies available on NE States to assess the institutional structure and functioning of the local governance system and specifically on the role of Gram Sevak and public participation in Governing processes.

On the basis of a broad framework, the differences and similarities in structure and functions of local governance under the Sixth Schedule and the Eleventh Schedule are brought up in the following table.

Among the north East States, the assessment of Meghalaya is done in the report **Documentation of the Governance Arrangements in Non-Part IX Areas of North Eastern States Kerala Development Society (KDS-Delhi)** submitted to Ministry of Panchayat Raj, Government of India October 2020. The report observes that State of Meghalaya has a unique place in the local governance system of North Eastern India as its entire population is covered by three ADCs that are constituted under the provisions of the Sixth Schedule of the Constitution. The members of ADC are elected through adult franchise and regular election conducted by State Election Commission. Village Council or Durbar Shnongie is the lowest unit of the decentralisation system. It is a traditional institution with hereditary leadership. There is no elected village level institution in Meghalaya. There is no State Finance Commission in Meghalaya to review the financial position of the local bodies. All the three ADCs get funds from the State Government.

Within Meghalaya State, the State Human Development Report, Meghalaya points out the low level of human development and regional inequalities due to the existence of formal and informal Governance structures. The Governance system is not people centric and not location specific. Reforms in Governance through a model like Village Participatory Development Planning (VPDP) are essential to promote human development. (**Meghalaya Human Development report 2008**).

The study on **Exploring the Governance of Service Delivery** in Meghalaya: Findings from Piloting a Bottom-Up Approach **Meghalaya Institute of Governance** suggest that both modern and traditional structures of governance and delivery are, to some degree, operational on the ground. This has two main aspects: • First, in terms of the service delivery chain, both modern and traditional actors play a role. In NREGA, the modern implementation structure is operational via a four-tier arrangement at the main administrative levels in the State. At the same time, traditional institutions have a central place in delivery as the 'village headman' plays a central role, who in turn is accountable to the traditional village council. In NRHM, the main State-formed bodies are operational and the village headman plays an important role, mainly via his position heading up the VHSC. Second, both formal administrative processes and informal customary processes are also operational in governing service delivery. In NREGA, a number of mechanisms to facilitate 'good' governance and accountability, such as pro-active disclosure and formal grievance redressal mechanisms (like complaints handling and auditing) were found to be functioning at the local level. Similarly, in NRHM such mechanisms were operational. At the same time, respondents made frequent references to the prevalence of informal mechanisms of governance and redress, namely via the village headman and village council. The study suggests for a **hybrid/ mixed model of governance through balanced blending of the two structures**.

The presence of - and complex relationship between - multiple centres of formal and informal authority are also raised in the report on **Understanding the Linkages between Governance and Service Delivery in Meghalaya: A Literature Review***. Meghalaya's service delivery landscape comprises a diversity of providers, representing 'modern' and 'traditional' governance arrangements. The responsibility of governance and service delivery in the State falls under the ambit of three different centres of authority: (i) the State; (ii) the ADCs; and, (iii) grassroots 'tribal' institutions. Overall, the literature is somewhat contested and inconclusive

on this area, yet it points to the following key issues: (i) how ADCs may not be perceived as legitimate representatives of tribal groups; (ii) how ADCs have lost certain powers relative to the State and this has led to strained relations and policy incoherence in program delivery; (iii) tensions between State institutions and grassroots indigenous institutions; and, (iv) contested views over whether the formal or informal institutions are the major barriers to development in the State.

A Vision Document for the State of Meghalaya 2030 (National Institute of Public Finance and Policy New Delhi 2013) brings out that a well-developed traditional institutions of local government existed in the Khasi, Jaintia, and Garo hills even before colonisation. Traditional institutions may be functioning and strong even today, but all of them are not on an equal footing in terms of their control, influence, contribution to people's welfare, and recognition as modern political institutions. Elected village level institutions do not exist at present (or scarcely exist, so we do not have information on them) as legislation for them has not yet been brought into force. However, for the implementation of the Backward Regions Grant Fund (BRGF) and the National Rural Employment Guarantee Act (NREGA), some institutional mechanism has been established at the village level in the districts/areas covered under these schemes.

Chakraborty, S. and Chakma, N. (2020) "Assessment of development of Yuksom Gram panchayat unit in Sikkim using SWOT model," *Space and Culture, India*, 7(4), pp. 133-142. Available at: <https://doi.org/10.20896/saci.v7i4.532>.

This study aims to apply a specific model to examine the development of Yuksom Gram Panchayat Unit (GPU) of West district of Sikkim, India. An internal factor evaluation (IFE) matrix and external factor evaluation matrix (EFE) were prepared to identify the critical and less important factors for development. Finally, a framework for strategy has been formulated by linking 'strength-opportunity' (SO) and 'weakness-threat' (WT) aspects. Results show mountain environment sustainability as the most agreed one (SO) and on the other hand, implementation of 'land bank scheme' and microfinance (WT) as the alternate planning strategies for the development of the Yuksom area.

PATLE, S.H.I.L.P.A.S. et al. (2017) "Role of gram panchayat members in village development," *AGRICULTURE UPDATE*, 12(4), pp. 539-543. Available at: <https://doi.org/10.15740/has/au/12.4/539-543>.

The study revealed that the personal, socioeconomic, economic and psychological characteristics of the Gram Panchayat members indicated that majority of the respondents (46.25%) were found middle age in between 36 to 50 years, 52.5% were educated up to higher secondary/ Graduate level. Majority of the respondents were found living in nuclear family size (65.00%), had medium level of cosmopolitanism (75.00%), Majority of the respondents (60.00%) were having medium role performance. The relationship of the selected variable i.e. age, education, cosmopolitanism, social participation and socio-economic status had positive and significant relationship with role performance. Variables size of family and work experience had non-significant with role performance. The major constraints faced during the Role performance of Gram Panchayat members were found that non availability of developmental fund in timely (88.75%), lack of cooperation by villagers and Grampanchayat members (70.00%), rigid casteism (75.00%), negligence of government agencies (61.25%), lack of training and information technology (40,00%). The respondents suggested increasing financial support by the government, increasing taxes on weekly bazaars and active cooperation by extension agencies and villagers.

Yadav, P. (2014) Indigenous garo community in Garo Hills Meghalaya, north-East India, Academia.edu. NECEER Imphal. Available at: [https://www.academia.edu/3020661/Indigenous Garo Community in Garo Hills Meghalaya North East India](https://www.academia.edu/3020661/Indigenous_Garo_Community_in_Garo_Hills_Meghalaya_North_East_India) (Accessed: February 9, 2023).

Garo Hills do not have Panchayat system, and Garo Society is governed by matrilineal law of succession and inheritance therefore passes on from one generation of women to another. The youngest daughter who assumes the role of family and the clan known as Nokma, she manages the property of the entire clan often consisting of an entire village. Women play a crucial role in enhancing, maintaining and using biodiversity sustainably, particularly agriculture and forest resources. They are active participants in household, substance of agriculture activities and invest most of their life in the land based production processes.

Barman, U. (2022) Identification of problems and formulation of extension strategies for upliftment of women agripreneurship in Sericulture: An exploratory study in Garo Hills of Meghalaya, Academia.edu. Available at: [https://www.academia.edu/73068542/Identification of Problems and Formulation of Extension Strategies for Upliftment of Women Agripreneurship in Sericulture An Exploratory Study in Garo Hills of Meghalaya](https://www.academia.edu/73068542/Identification_of_Problems_and_Formulation_of_Extension_Strategies_for_Upliftment_of_Women_Agripreneurship_in_Sericulture_An_Exploratory_Study_in_Garo_Hills_of_Meghalaya) (Accessed: February 9, 2023).

The study looks into women's participation in sericulture. There is a substantial involvement of women in Sericulture and Meghalaya stands out as one of the few States in India where an overwhelming number of women have always been the part of the active workforce. Sericulture and weaving in Meghalaya are the two important cottage industries in rural areas. Thereby a very good scope exists for development of sericulture enterprises in Meghalaya and entrepreneurship development is a probable solution for increasing female participation in work force. The study revealed that the major technical problems related to sericulture enterprise as perceived by respondents, was lack of training on sericulture (76.31%) and lack of experience in managing sericulture based enterprise (78.94%). The major socio-personal problem on the other hand was lack of support from other community members (68.42%).

Homepage: State Institute of Rural Development, Government of Meghalaya. Available at: <https://mepsird.gov.in/publications/CaseStudyNREGS.pdf> (Accessed: February 9, 2023).

A case study on the impact of MGNREGS on women participation in work and development process was conducted in the three blocks of Ri Bhoi District, namely Umsning, Umling and Jirang Block, for a period of five years, that is, 2008-09 to 2012- 13. The rationale for selecting the area of study is the following: the district was listed amongst the 200 poorest and backward Districts in the country where the implementation of the scheme had taken place in the initial phase in 2006 itself; the district is the recipient of development efforts under the BRGF programme of MOPR, GOI, in which the Village Employment Council(VEC) is the main stakeholder and active implementer of BRGF and SIRD is located in Ri Bhoi District itself.

Participation of women in the works under the scheme was found to be high where 44.57 per cent of total workers are women and as it fetches lower wages for men hence they prefer to work outside the domain of the scheme.

Public Works Department Government of Meghalaya. Available at: <http://www.megpwd.gov.in/pdf/EIAs/Environmental-Impact-Assessment-for-Rongram-Rongrenggre-Darugre-Road.pdf> (Accessed: February 9, 2023).

In Meghalaya, over 80 percent of freight and almost all of passenger movement within the State depends on roads. Yet, about half of the inhabitants lack all-weather road access. The problem is further compounded by difficult terrain and extreme climatic conditions, leading to high maintenance cost of the roads. The existing road section has poor riding conditions with landslide zones, poor drainage conditions and poor geometry. Poor drainage impacts and deteriorates the road surface and is further compounded by landslides and disrupting traffic for long hours particularly in monsoon season. The poor road conditions, population growth, increase in traffic volume and the economic development along the project corridor would continue to occur and will exacerbate the already critical situation. The existing unsafe conditions and the adverse environmental consequences would continue to worsen in the absence of improvement efforts impacting the service delivery and development

The literature review provides a significant background that in the present context, working directly with the traditional institutions at the village level and aligning them with the modern institutions at higher levels and then trying to look for ways to find a connect between the traditional institutions and the new institutions. In this context, **the Gram Sevak, who is a functionary from government system is operationally placed at the village level and is working with the traditional institutions.** He/she has a potential to play a pivot role in blending the two systems and their co-existence with harmony at the village level. **The performance of Gram Sevak is assessed taking into account this perspective of governance for evolving a mixed model.**

Purpose Scope and Objectives of the Study

The Government of Meghalaya intends to strengthen the service delivery mechanism at the village level to maximise the development outcomes. In this context, the study is sponsored to review the functional efficiency of Gram Sevak/Sevikas and **suggest for revision/updation of the Functioning, Roles, and Responsibilities of Gram Sevaks/Sevikas** and the requirements for the same. The scope of the study is limited to the functional assessment of Gram Sevaks/Sevikas in Meghalaya district.

Objectives

- Perform a situational analysis of the functioning of Panchayat system in Meghalaya with focus on decentralisation of powers and functions
- Assess the roles & responsibilities of Gram Sevaks/Sevikas in Meghalaya as against the identified system in India and its development outcomes
- Evaluate performance of Gram Sevaks/Sevikas to assess the factors that affect or influence the functioning of Gram Sevaks/Sevikas in Meghalaya that are part of their spectrum activities and service delivery, time utilisation, work planning etc.
- Examine the need for guidelines for Gram Sevaks/Sevikas to handle the various schemes and programmes and suggest framework for capacity building
- Assess the need for capacity building programme for the Gram Sevaks/Sevikas to increase work efficiency & performance
- Provide suggestions for revision/updation of the roles, and responsibilities of Gram Sevaks/Sevikas and examine the need for revision of eligibility criteria for recruitment of Gram Sevaks.

Methodology

The study applies mixed methods approach to derive the findings and recommendations. The functioning of the existing system is assessed based on the secondary data available from different sources in the State to identify the gaps and requirements.

Primary Data

The primary data is collected to know the realities at the field level and assess the effectiveness of functioning of the Gram Sevak. A multi-stage stratified sampling is adopted to select the final sample of Circles/ Gram Sevaks and Gram Sevaks/Sevikas for the study. It covers collection of data from a sample of 60 Gram Sevaks/Sevikas, representing 7 fully functional districts in Meghalaya.

For understanding the local realities and the context, the National Social Service students from St. Anthony's College, Shillong were selected for the sample survey. The other motive was that this will enrich their knowledge about local problems and issues leading to their more effective participation in local governance in coming years.

The NSS students were given adequate training online as well as offline for the primary data collection tools.

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Table 3: Distribution of Samples Undertaken

Sl.no	Name of the district	Number of Respondents
1	West Garo Hills District	6
2	North Garo Hills District	4
3	West Jaintia Hills District	12
4	East Jaintia Hills District	10
5	East Khasi Hills District	11
6	West Khasi Hills District	10
7	Ri-Bhoi District	7
	Total	60

Data Collection Tools

1. Time Use Survey and Key Informant Interviews

- i. Observe the Gram Sevaks/Sevikas using a scientific time use survey model complemented with in-depth KIIs with other immediate stakeholders to provide a comprehensive understanding of the work of Gram Sevaks/Sevikas
- ii. Record activities and time spent, using a structured checklist
- iii. Develop an observation checklist using an inductive approach, based on scoping visits that will be undertaken at the preliminary stages of the study.

2. The activity survey with focus on work related to three functional domains:

- i. Resource mobilisation Financial sustainability
- ii. Outreach and Governance capacity
- iii. Quality and adequacy of service delivery.

Data Analysis

- The Time analysis- the time spent home-to-home, the time spent on activities (programme activities, programme support activities and other work), time spent on travel, time spent in the field, work planning, & spent on inter-cadre or cross-sectional tasks and coordination. A time optimisation framework will be designed based on the analysis.

- Analysis of Job responsibilities, enablers and barriers for undertaking assigned job description activities.
- Association between Education and Work Efficiency Patterns across the three regions: Khasi, Garo, and Jaintia
- Association of Work Efficiency with Education, Attitude towards work and knowledge of work.

Job Responsibilities of Gram Sevaks/ Sevikas

The following are the job duties of the Gram Sevaks/ Sevikas:

1. Assist the Block Development Officer, Extension Officer and Assistant Engineer
2. Field Inspection and monitoring on the implementation of different flagship programmes, other Government of India programmes such as Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA), Pradhan Mantri Awaas Yojana (Gramin) (PMAY-G), National Rural Livelihoods Mission (NRLM), Article 275 (1) of the Constitution. North Eastern Council (NEC), Non Lapsable Central Pool (NLCPR) and other schemes under Special Central Assistance (SCA), Additional Central Assistance (ACA) and schemes of the Ministry of Panchayati Raj
3. Field inspection and monitoring on the implementation of different State Schemes such as Special Rural Works Programmes (SRWP) Construction of Rural Roads Programme (CRRP) , Chief Minister Special Rural Development Fund (CMSRDF), Member of Parliament Local Area Development Scheme(NSAP), etc.
4. Verification of beneficiaries of Pradhan Mantri Awaas Yojana (Gramin) (PMAY-G), National Social Assistance Programme(NSAP), etc.
5. Engage in duties with surveys and programmes of the other Departments e.g., Election, Labour, Agriculture, Socio and Economic Census, etc.
6. Conduct of Village Leaders Training Camp
7. Motivation of Public Contribution in Development works
8. Enquiry on Natural Calamities damages/ Fire accidents/ Pest damage/ Famine damage
9. Village visit
10. Supervision of all Development works in his own Circle
11. Other matters as and when assigned by the Block Development Officer from time to time.

Overall, the Gram Sevaks/Sevikas is the pivot of the system at grassroots/ village level governance. The development outcomes and their reach to the common people depends on the efficiency and effectiveness of service delivery by the Gram Sevaks/Sevikas. Against these duties, the functional assessment and the impacting variables are analysed here.

Results and Discussion

Background of Gram Sevaks/Sevikas

The social factors like age, education, family background has influence on work patterns and efficiency. These are presented below:

Figure 1: Age-wise distribution of Gram Sevaks/Sevikas

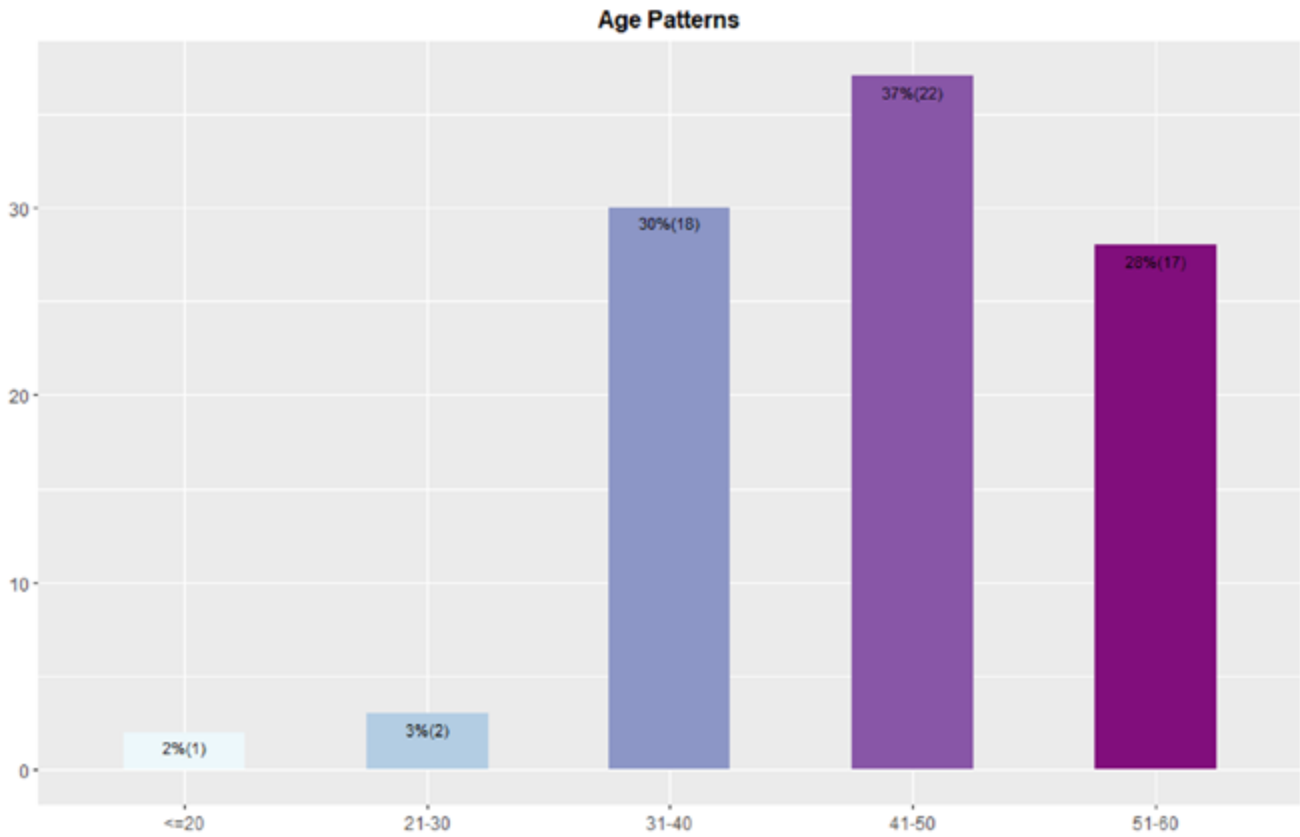
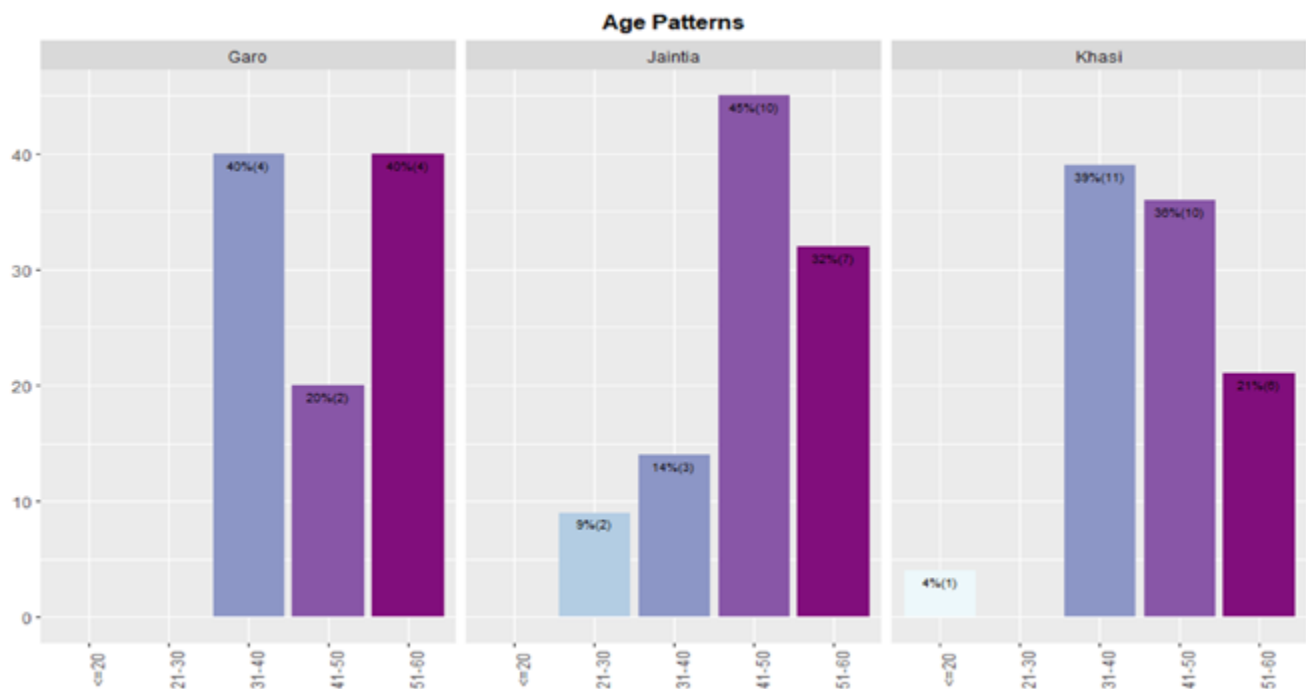


Figure 2: Distribution of age patterns of Gram Sevaks/Sevikas across Khasi, Garo and Jaintia Regions



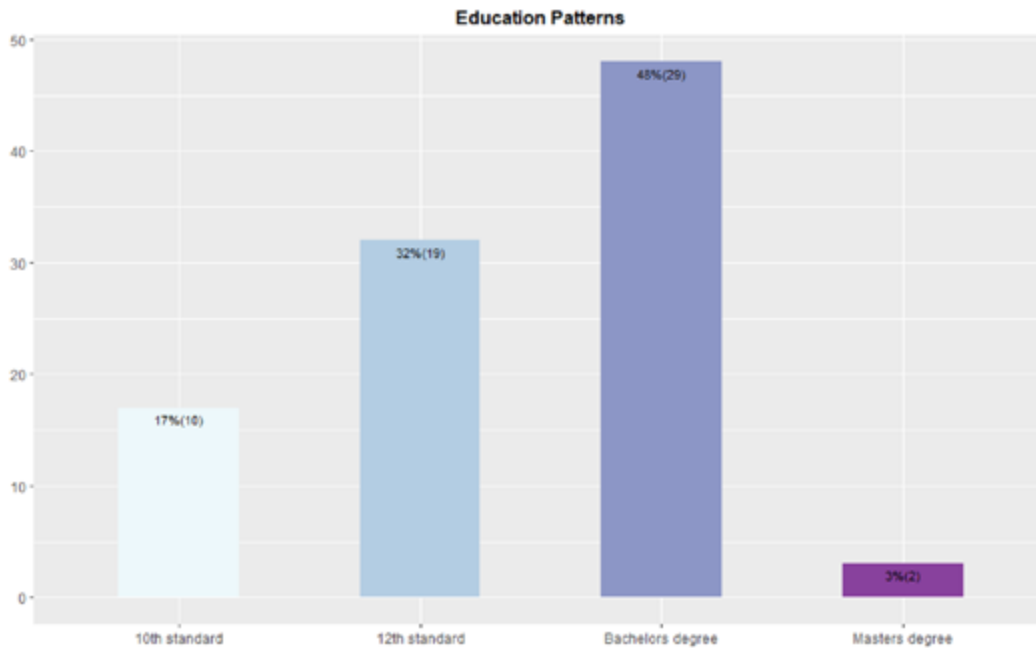
- Many of the Gram Sevaks/Sevikas are aged 30 and above. 41-50 age group is dominant which is productive and conducive to work.
- In the Khasi region, age groups 31-40 and 41 to 50 dominate while in the Jaintia region, almost 80% of the Gram Sevaks/Sevikas are above 40. In Garo hills they fall in both young and elderly group as 77 percent of them are in the age group of 41-60.

Level of Education

Education plays an important role in function of Gram Sevaks/Sevikas. The findings reveal the following observations with regards to Education, and its connect with Daily hours of work, acquisition of new skills, reasons for the delay of work, if it arises, and submission of reports.

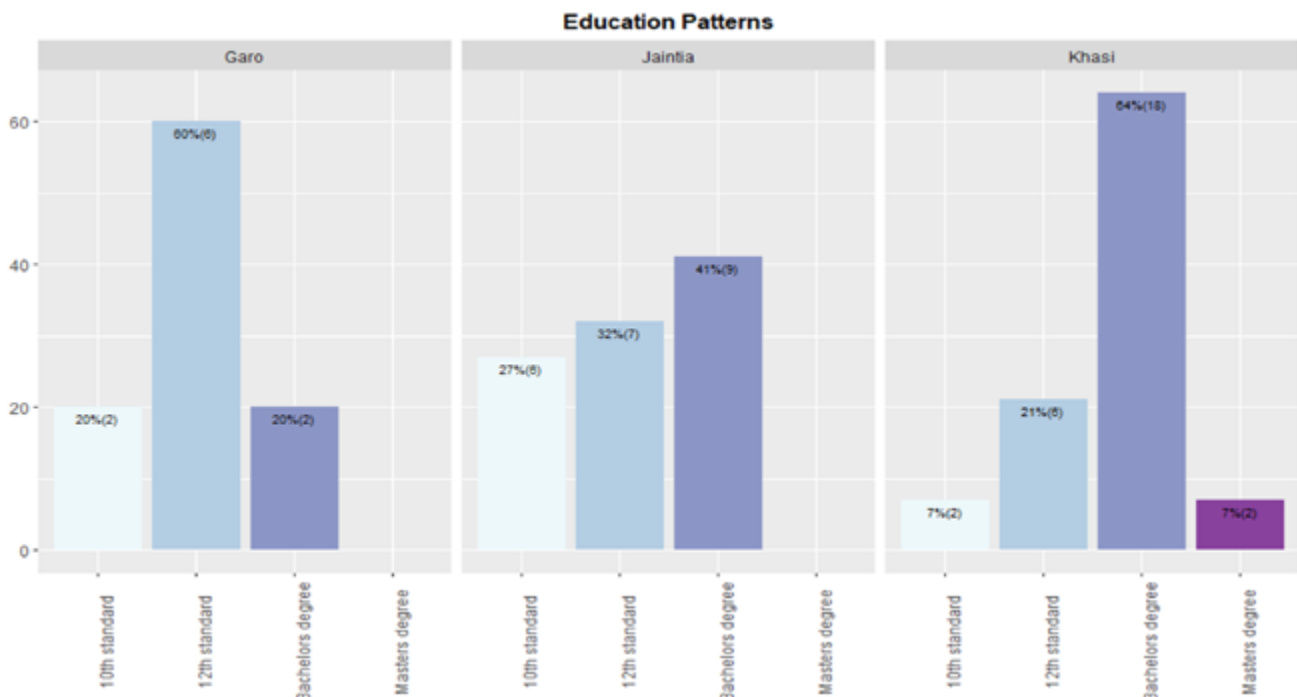
Education Levels

Figure 3: Educational level of Gram Sevaks/Sevikas



In the aggregate analysis, the education level is donated by Bachelor’s degree holders (48%) and 12th pass percentage is 32. But wide variations are observed across the three regions.

Figure 4: Education Patterns of Gram Sevaks/Sevikas in the three regions of Meghalaya

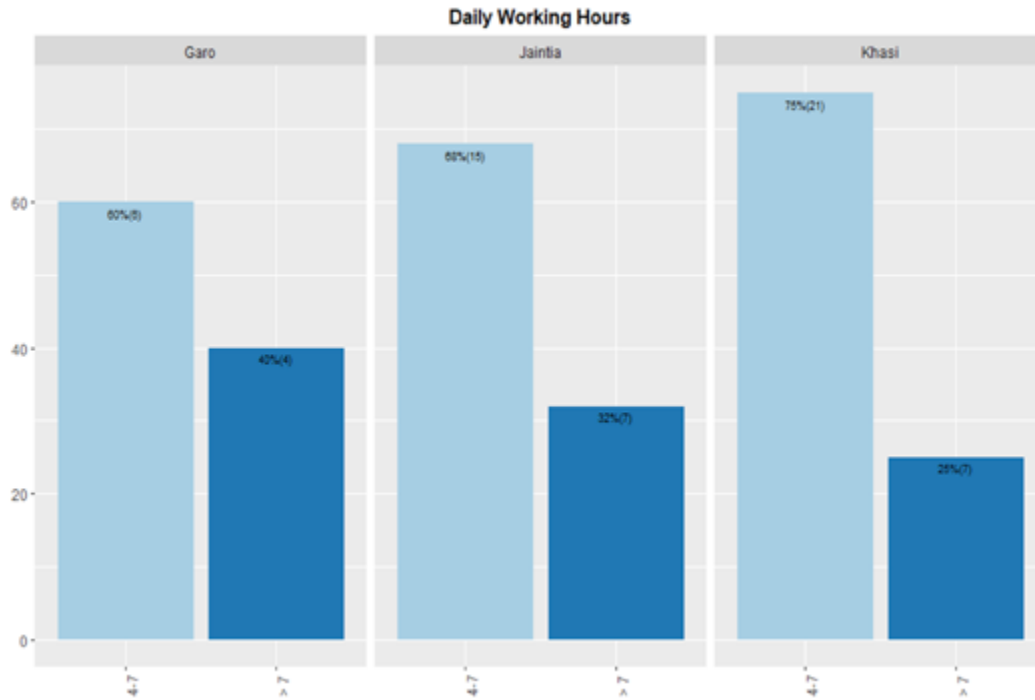


- More than 70% of the Gram Sevaks/Sevikas in the Khasi region are graduates or above. Out of the total 28 sample, 2 are post graduates and 18 are graduates.
- Graduates are only 20% in Garo region and around 40% in Jaintia region.

Work Pattern-Working Hours

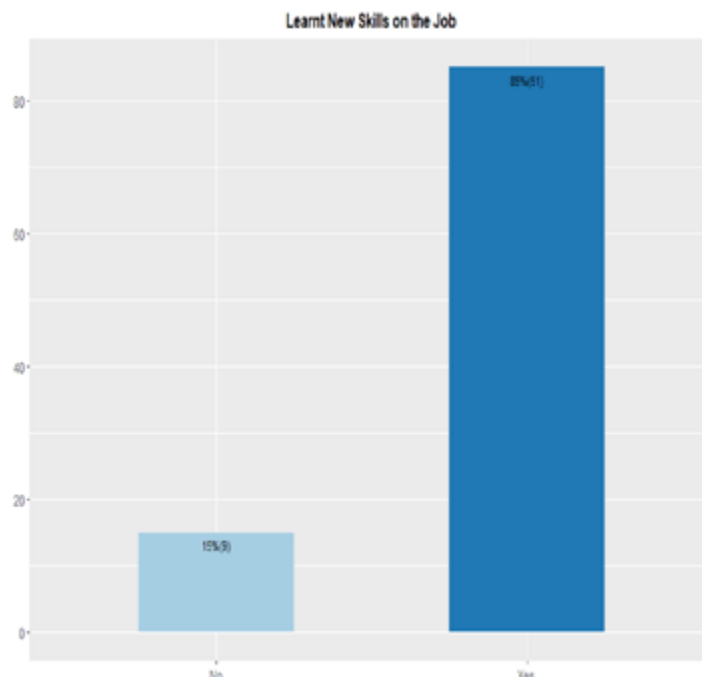
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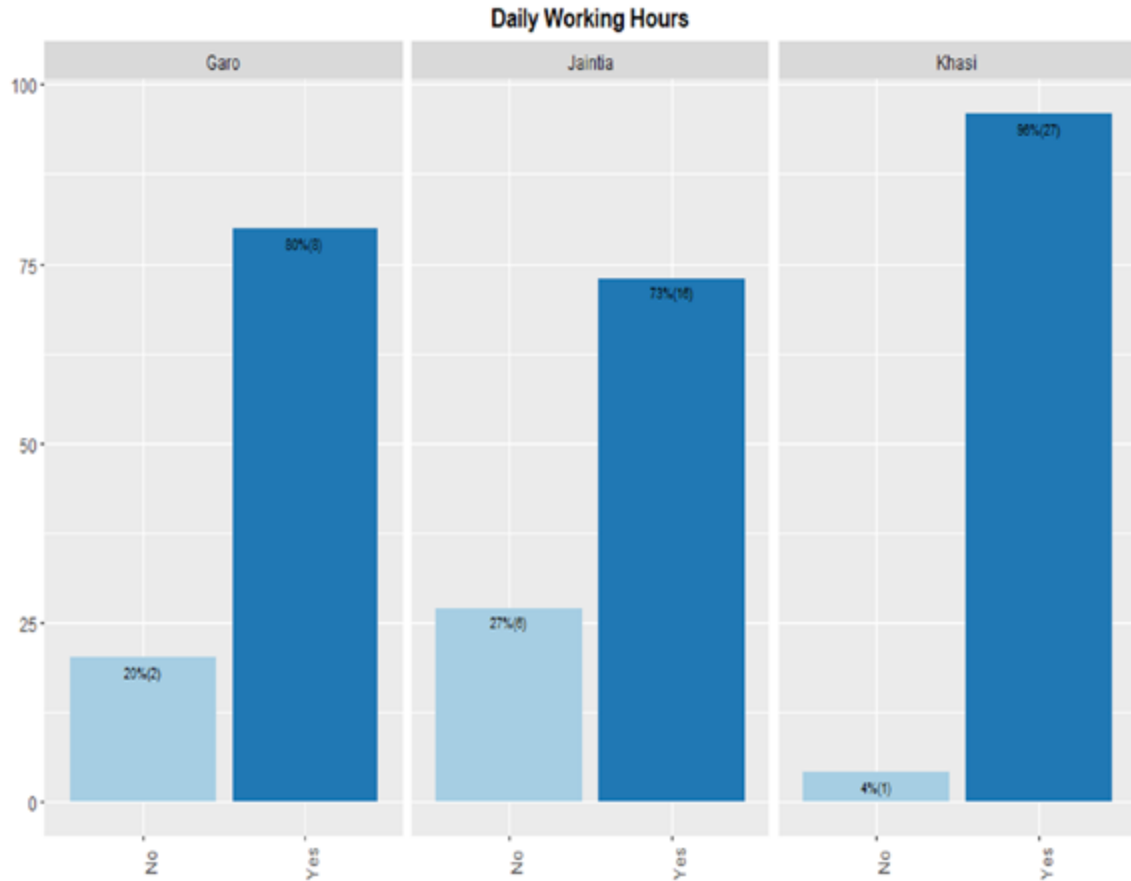
Figure 5: Distribution of Daily Working Hours among Gram Sevaks/Sevikas



- 70% of the Gram Sevaks/Sevikas work between 6 to 7 hours' daily
- The number of Gram Sevaks/Sevikas working more than 7 hours daily is relatively more in Garo (40%) and Jaintia (32 %) regions. These are also the regions where majority of them are either 10th or 12th passed, hence require more time in completion of tasks.

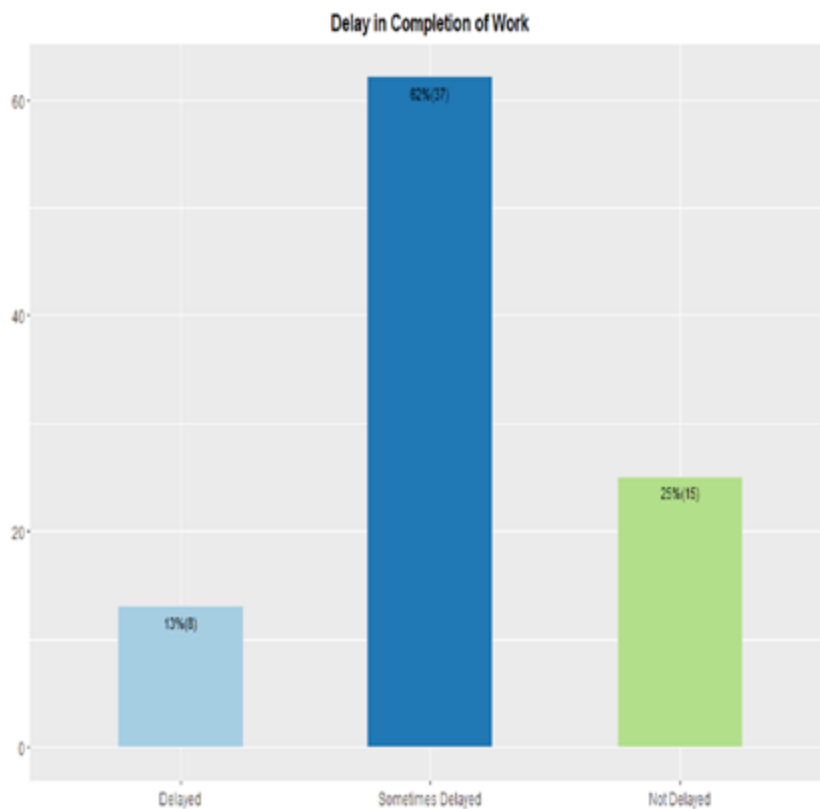
Figure 6: Distribution of Gram Sevaks/Sevikas who learned a New skill after Joining as a Gram Sevak/Sevika

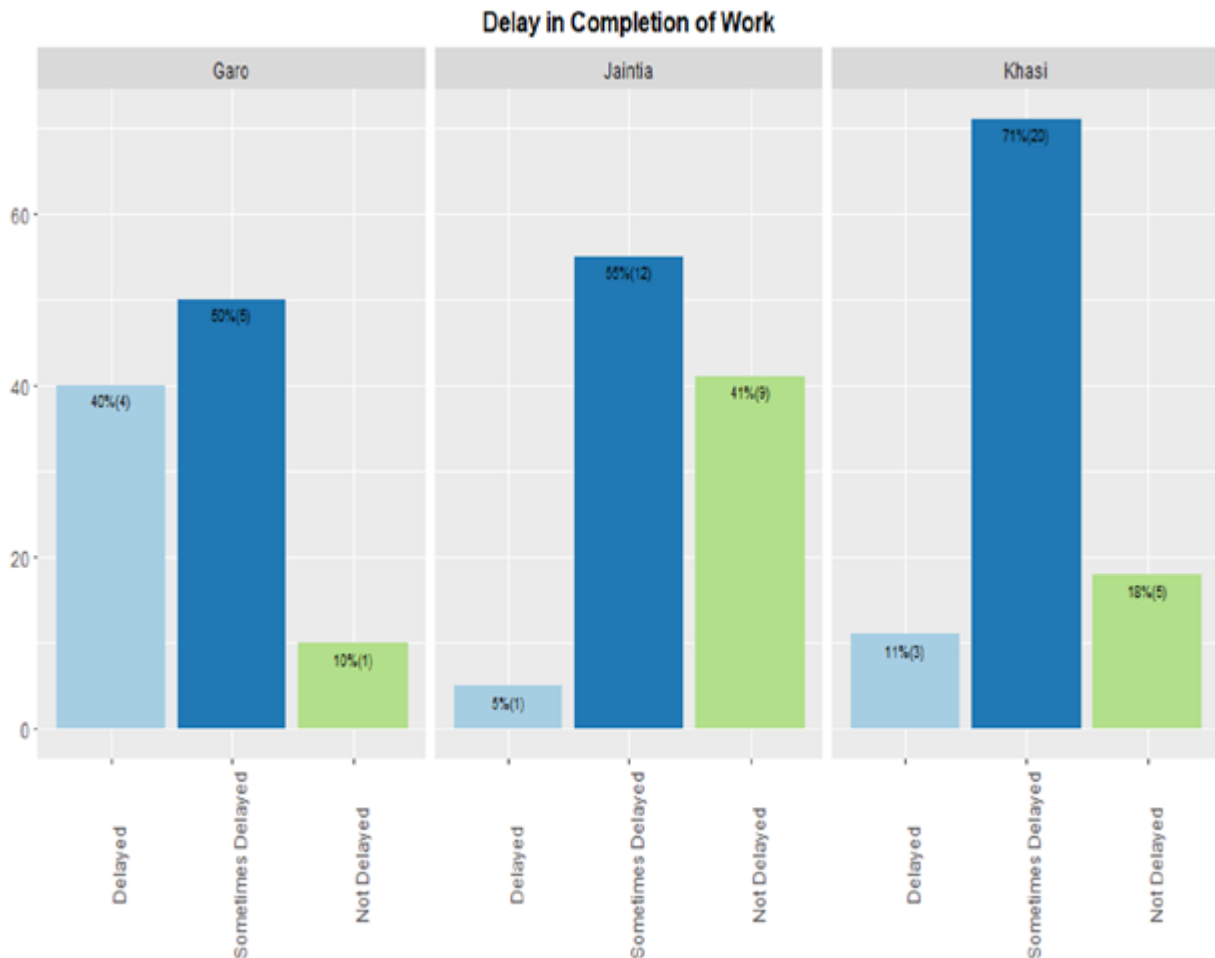




- 85% of the Gram Sevaks/Sevikas responded positively on learning on-the-job skills
- In Jaintia and Garo regions, more than 20% responded negatively while in the Khasi region, it is negligible at 4%.
- Work Efficiency- Completion of work as per time schedule

Figure 7: Distribution of Timely Work Completion Pattern among Gram Sevaks/Sevikas





- Only 25% of the Gram Sevaks/Sevikas responded that all the work gets completed within time. The majority said the work is delayed sometimes. This is due to the fact that they have to supervise the development works, pension scheme beneficiaries, PMAY and NREGA along with works under other central and State schemes.
- The delay in work is especially more in Garo region with more than 90% responding that work is either sometimes delayed or delayed always.
- Jaintia hills is the better performing region in terms of completion of work with more than 41% responding that the work is not delayed at all. There are only two districts in this region. In Garo and Khasi regions, it is less than 20%. While it is sometimes delayed observed more is in Khasi region but it is delayed sometimes or always (90%) in Garo region. This again has connectivity with education.
- The work completion within scheduled hours also depends on the nature and volume of work and the cooperation from the people. As Gram Sevaks are more engaged in NREGA, PMAY and other development works supervision and survey works. This also contributes to delay.

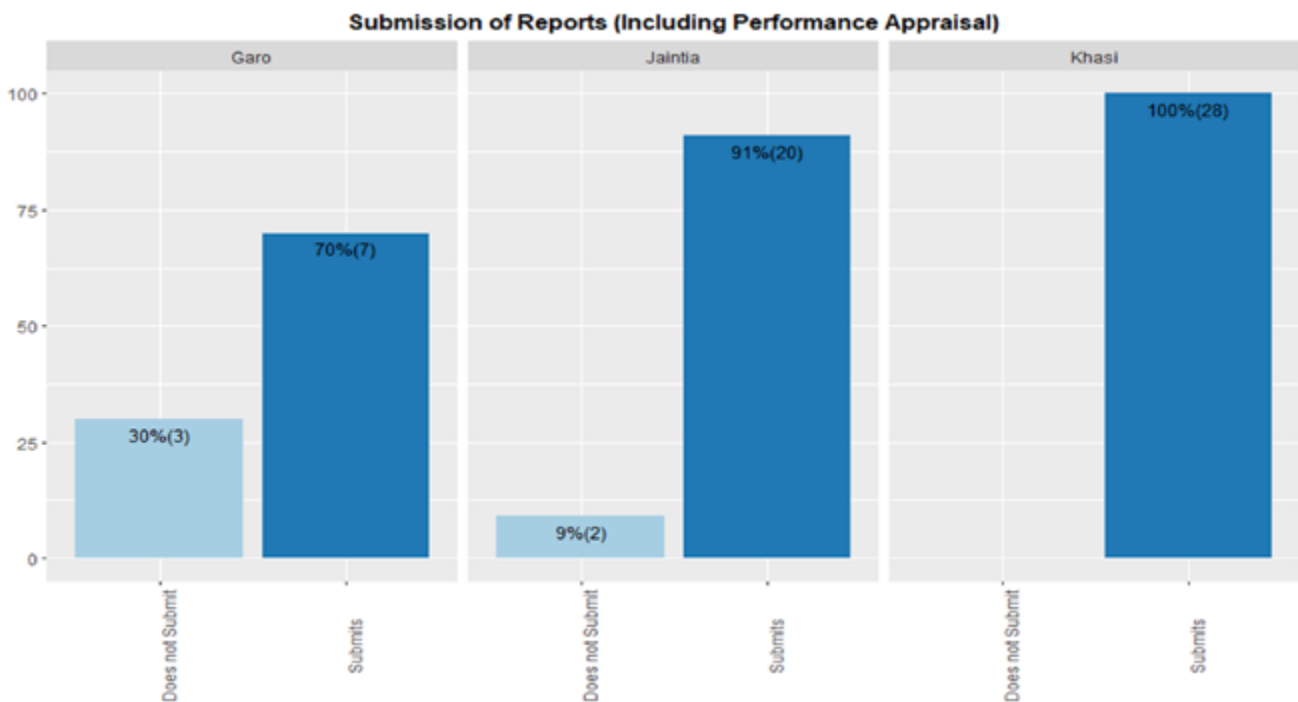
Submission of Reports

Report submission among Gram Sevaks/Sevikas district-wise.

Table 4: Representation of reports being submitted by Gram Sevaks/Gram Sevikas

Region	Submits	Does not Submit
Garro	30 %(3)	70%(7)
Jaintia	91%(20)	9% (2)
Khasi	100%(28)	0%(0)

Figure 8: Distribution of Report Submission among Gram Sevaks/Sevikas District-wise



More than 90% of the Gram Sevaks/Sevikas responded that they submit the report, including performance appraisal as per requirement.

- Submission of Reports timely is good in the Khasi and Jaintia regions, it is only 70% in Garo.

Thus it is observed that, out of the 4 indicators of Work related Efficiency, Delay in Completion of Work is the one with less than 50% level of efficiency.

It is worth noting that Garo Hills in spite of being the region with more people working greater than 7 hours, performs the worst in timely completion of work. The causes may be attributed to low education levels and/or greater volume of work. Further, it has a higher proportion of workers in the age group of 51 - 60. It is known that energy levels decrease at this age. This could be a prominent factor driving delays in work in Garo, although the workers reportedly work more than 7 hours.

Major Impacting Factors

Impacting factors that were found significant are Education, Age, Job satisfaction level and Job schedule flexibility.

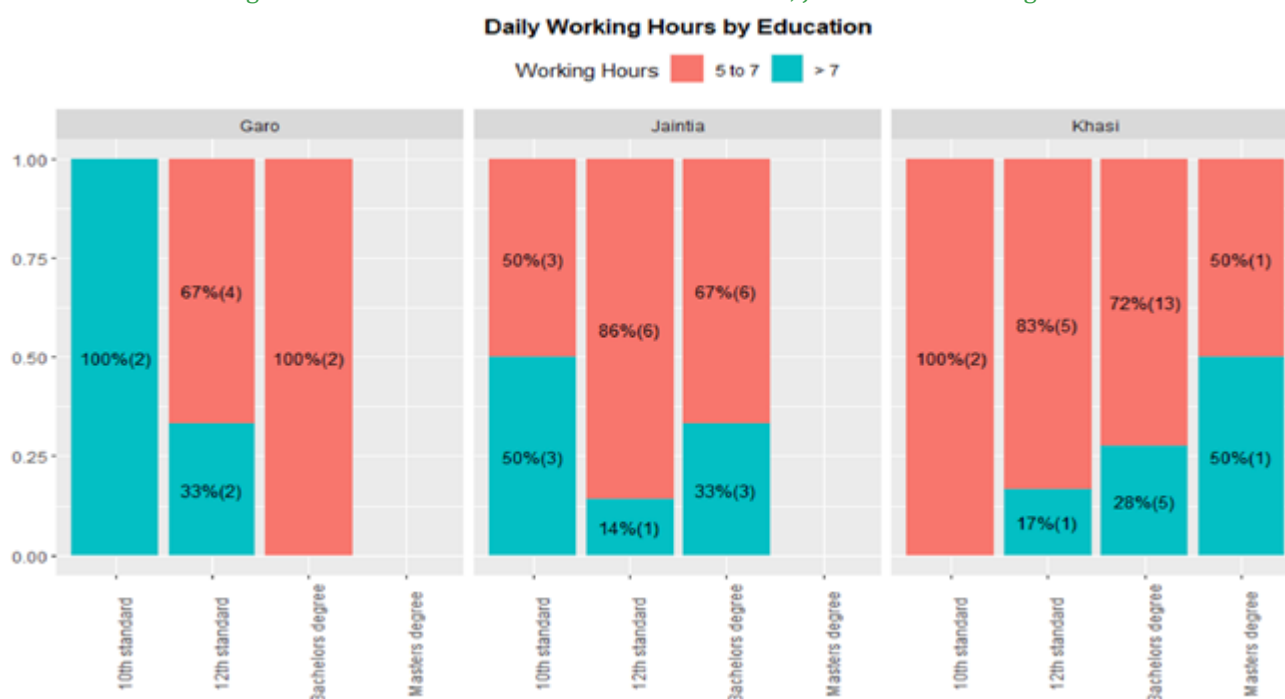
Education and Work Hours

Impacting factors that were found significant are Education, Age, Job satisfaction level and Job schedule flexibility.

Table 5: Education and Work Hours in the Khasi, Jaintia and Garo Regions

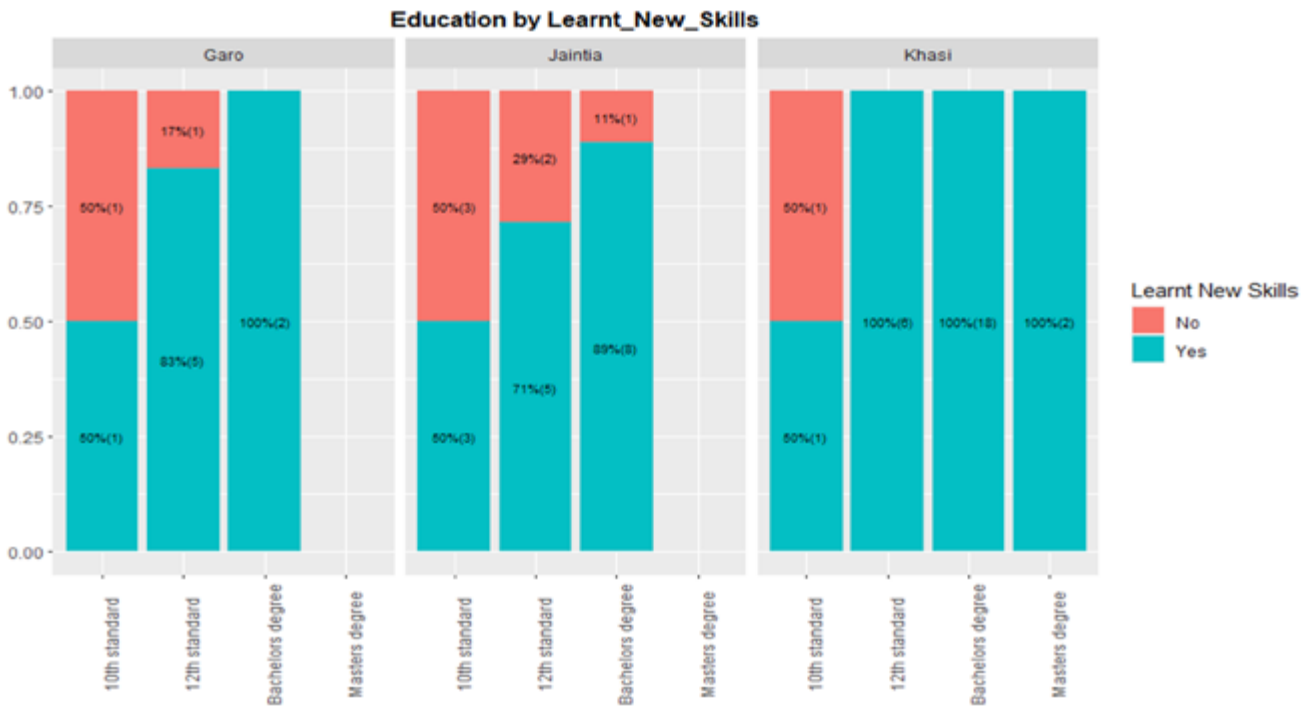
Region	Working hours	10th standard	12th standard	Bachelors degree	Masters degree
Garo	> 7	100%(2)	33%(2)	0%(0)	0%(0)
	5 to 7	0%(0)	67%(4)	100%(2)	0%(0)
Jaintia	> 7	50%(3)	14%(1)	33%(3)	0%(0)
	5 to 7	50%(3)	86%(6)	67%(6)	0%(0)
Khasi	> 7	0%(0)	17%(1)	28%(5)	50%(1)
	5 to 7	100%(2)	83%(5)	72%(13)	50%(1)

Figure 9: Education and Work Hours in the Khasi, Jaintia and Garo Regions



- In the Garo region, 100% of the Gram Sevaks/ Sevikas with 10th standard qualification work more than 7 hours. The percentage of workers working more than 7 hours decreases as their qualification level increases.
- On the other hand, the Khasi region is with the least percentage of workers performing more than 7 hours, and the qualification levels have an inverse impact with 100% of workers with 10th qualification working between 5 to 7 hours.

Figure 10: Distribution of Learning New Skills by Education in Khasi, Jaintia and Garo Regions



- In Jaintia region, the percentage of workers learning new skills improves as educational qualification increases.
- The same is observed in the Khasi hills, which is the best performing region as well as Garo region
- The chi-square test for significance shows a significant relationship between Education and Learning new skills. The post-hoc test reveals that those with 10th standard as the qualification have a significant chance of not learning new skills.

Figure 11 Chi-square Test Showing an Association Between Education and the Ability to Learn New Skills

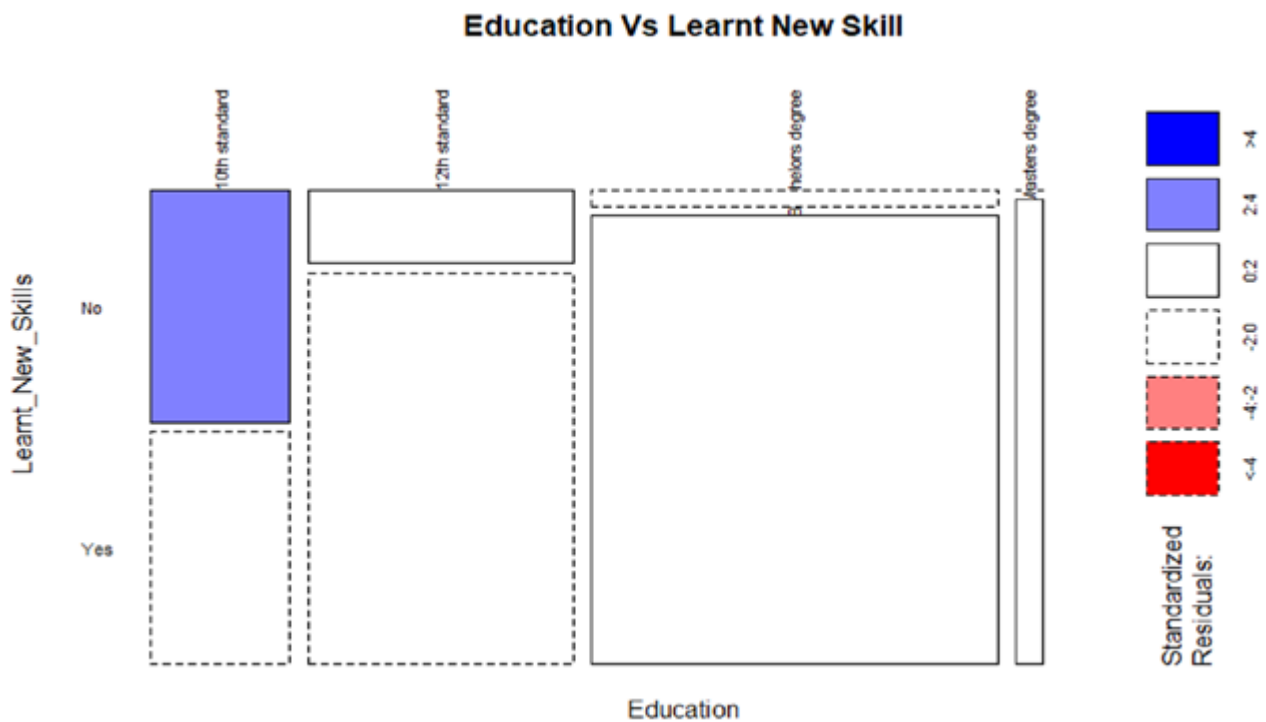
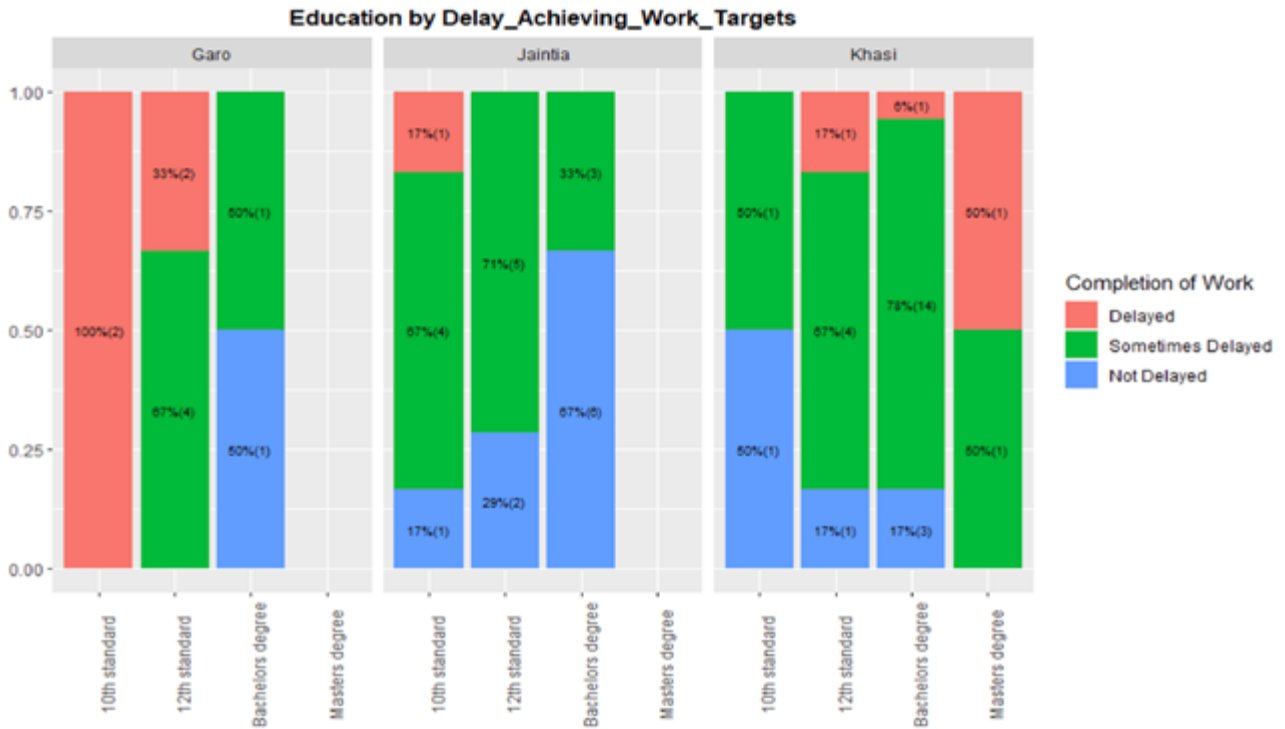
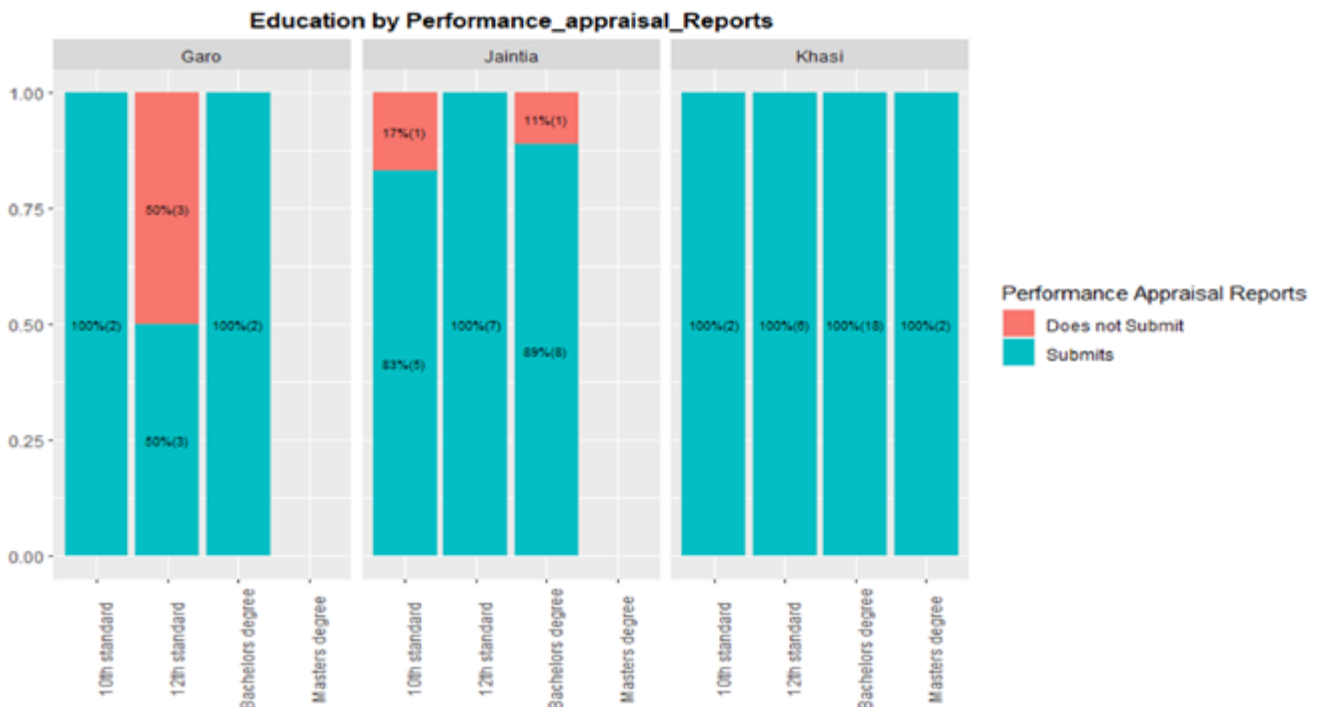


Figure 12: Distribution of Education and Delay in Achieving Work Targets



- In Garo, the delay in completion of work is more among less qualified workers.
- The same is observed in Jaintia, though it is best performing region.

Figure 13: Education and Submission of Reports (including Performance Appraisal)

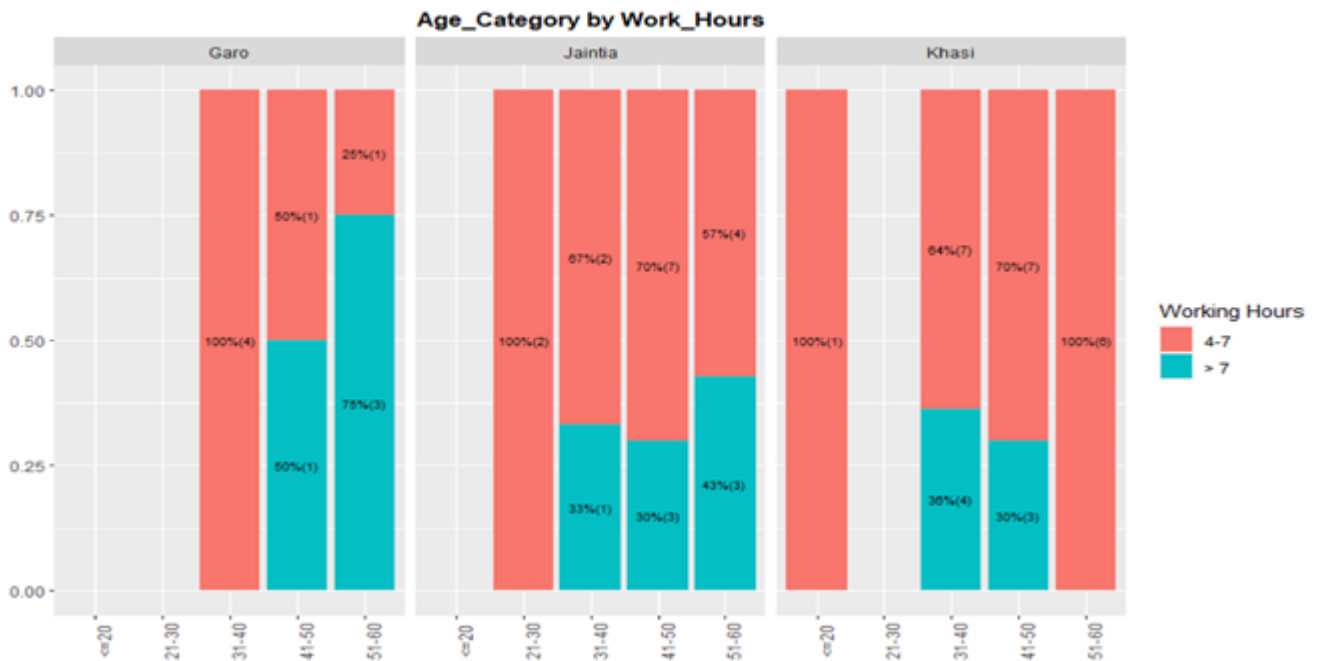


- In Garo region where only 70% of the workers submit reports, the problem is seen more among workers with 12th standard qualification.
- Report submission is highly satisfactory in Khasi hills as the education levels are high.

Age and Work

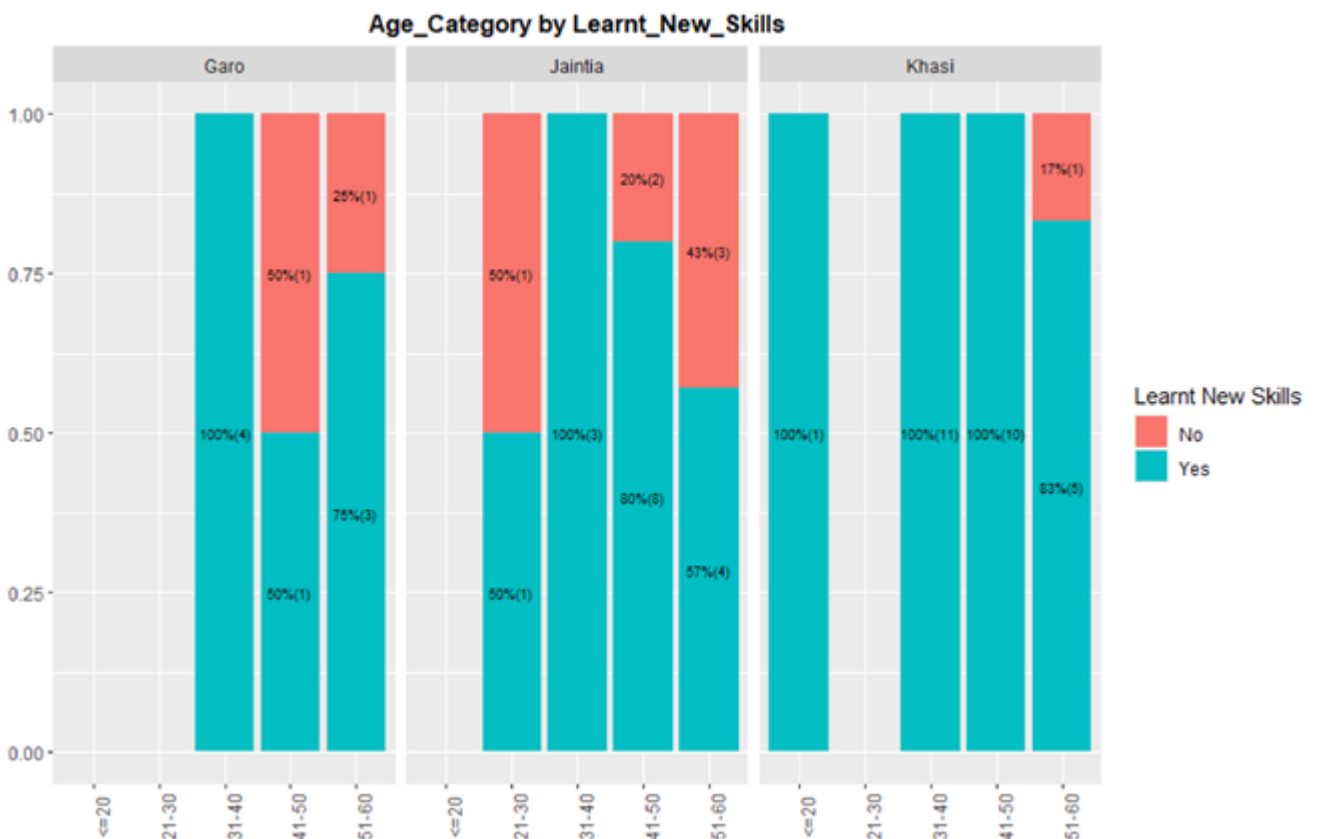
The age limit for direct recruitment is 18-27 years.

Figure 14: Distribution of Age by Work Hours



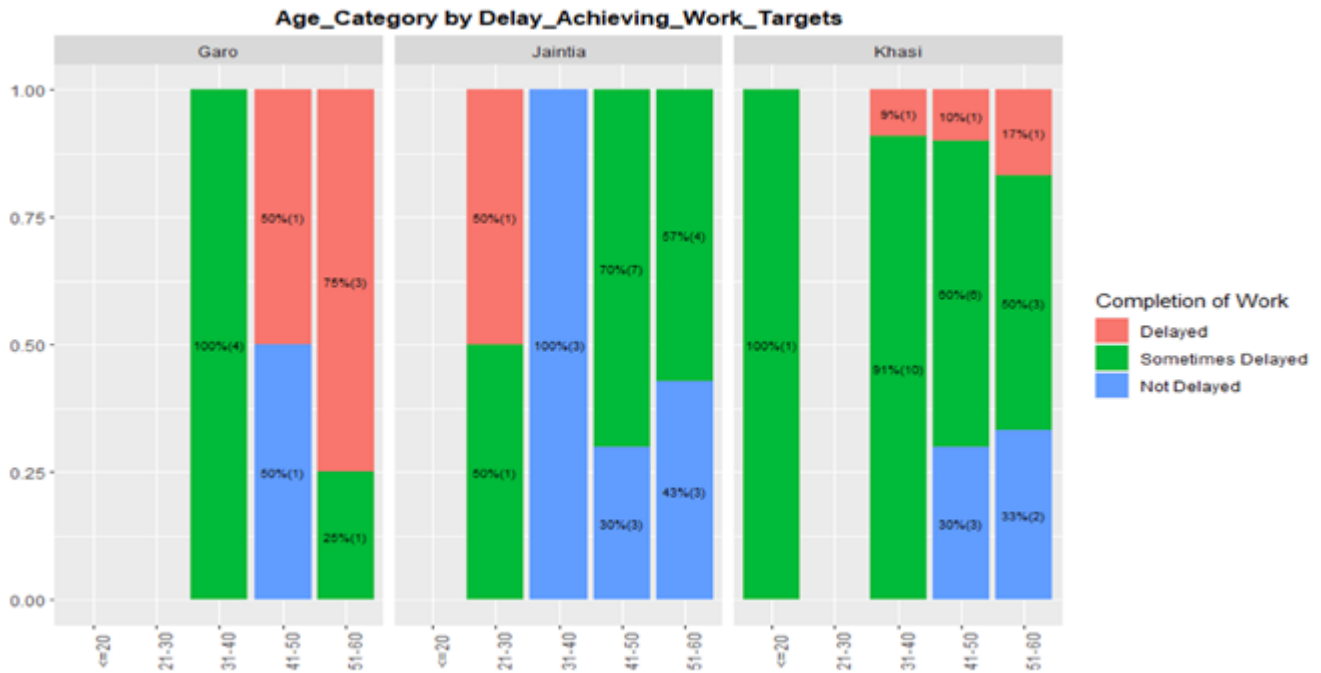
- In Khasi region, the Gram Sevaks/Sevikas in the age group 51-60 work between 5 to 7 hours. Their work experience also is a contributing factor, but the same is not observed in Garo hills and Jaintia. This confirms the impact of education on work efficiency
- The younger age group tends to work longer hours either due to more energy and/or less work experience.

Figure 15: Distribution of Age and Acquiring New Skills in a Job



- In general, the gap in learning new skills is observed in the 51-60 age group.
- In Jantia region, the learning skill is poor in the age group 21-30 also and 51-60.

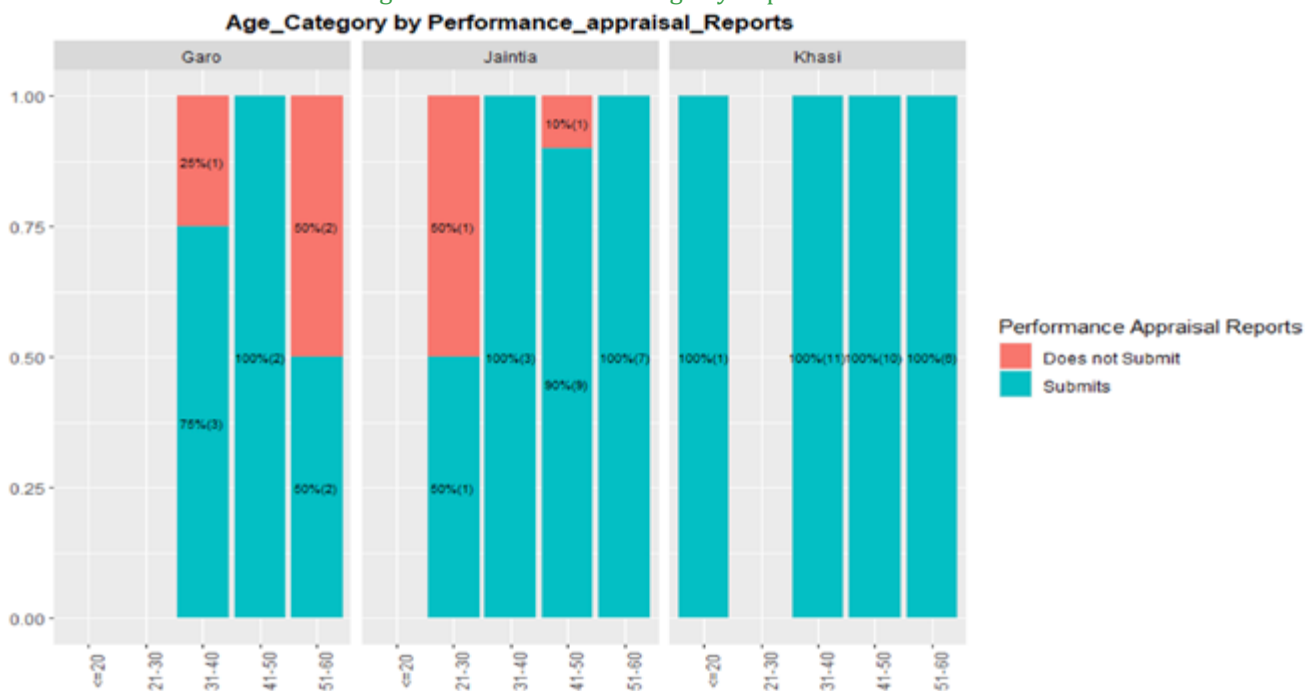
Figure 16: Distribution of Age by delay in the Achievement of Work Targets



- In the Garo region, the tendency to always delay in completion of work is more in the age group 51-60 and sometimes delay in the age group 31-40
- In Jaintia hills, on the other hand, the age group 31-40 performs the best in the timely completion of work
- In Khasi marginal number reported as always delayed in all age groups.

Submission of Reports

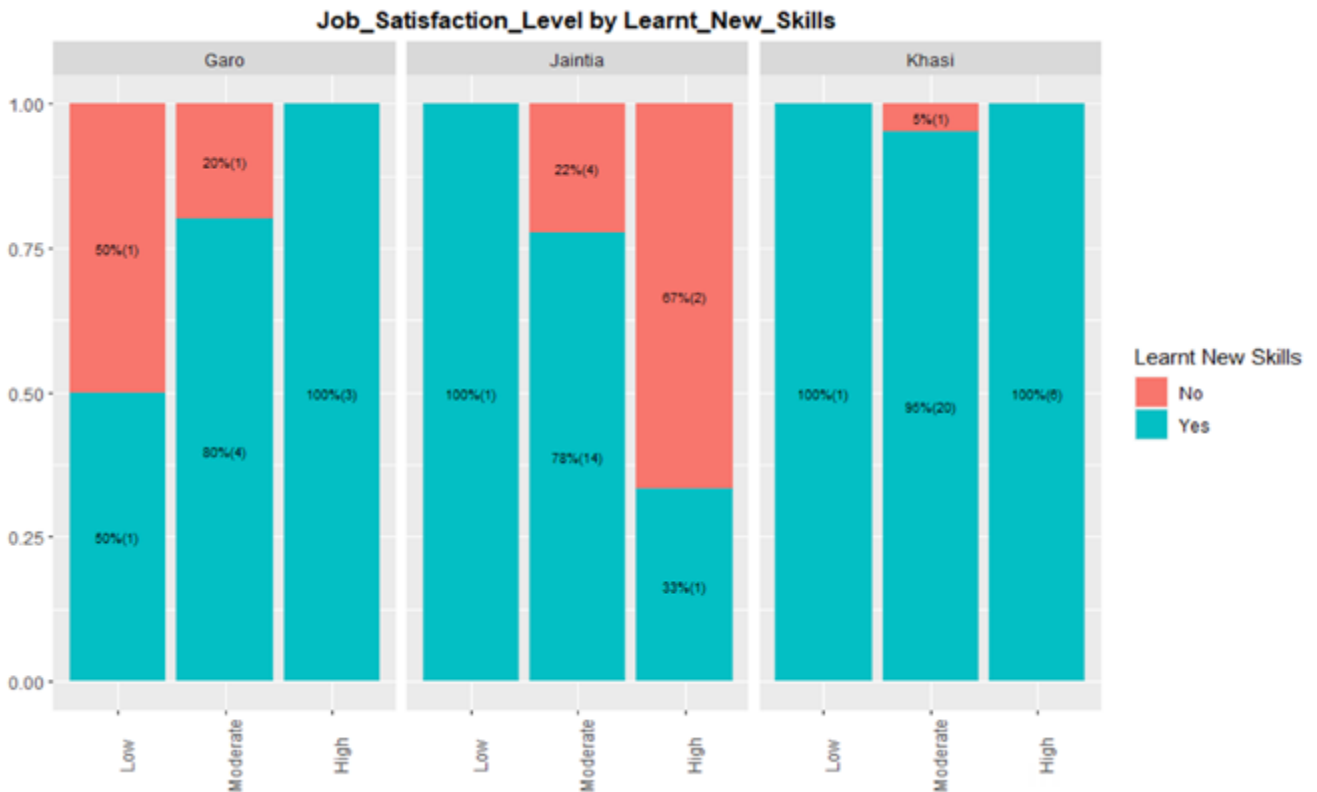
Figure 17: Distribution of Age by Report Submission



- In Garo region, the age group 51-60 fares the worst in submitting the report. This is followed by the age group 31-40

Level of Job Satisfaction

Figure 18: Distribution of Job Satisfaction Level for the Ability to Learn New Skills



- The job satisfaction levels are high in Khasi region as indicated by their 100 percent interest and aptitude to learn new skills
- Jaintia hills is the worst performing in terms of learning new skills, and the percent of highly satisfied workers is the lowest
- In the Garo region, as the percentage of learning new skills workers increases, the job satisfaction level also increases.

Impact on Submission of Reports

Table 6: Job satisfaction and Reports Submission

Regions	Submission status	High	Moderate	Low
Garo	Does not Submit	0% (0)	20% (1)	100% (2)
	Submits	100% (3)	80% (4)	0% (0)
Jaintia	Does not Submit	33% (1)	0% (0)	100% (1)
	Submits	67% (2)	100% (18)	0% (0)
Khasi	Does not Submit	0% (0)	0% (0)	0% (0)
	Submits	100% (6)	100% (21)	100% (1)

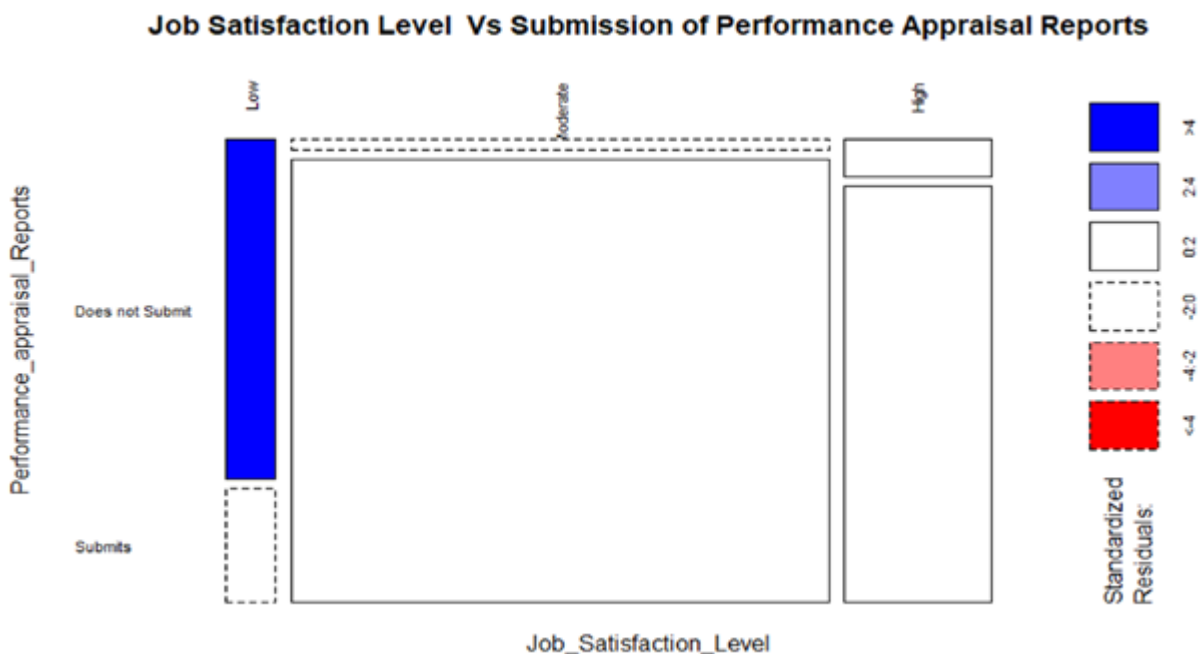
- Garo region is the worst performing, the submission of reports is nil among workers with low satisfaction levels and improves as satisfaction level increases.

Figure 19: Job Satisfaction Levels and Submission of Reports
Report Submissions(Including Performance Appraisal) by Job Satisfaction Level



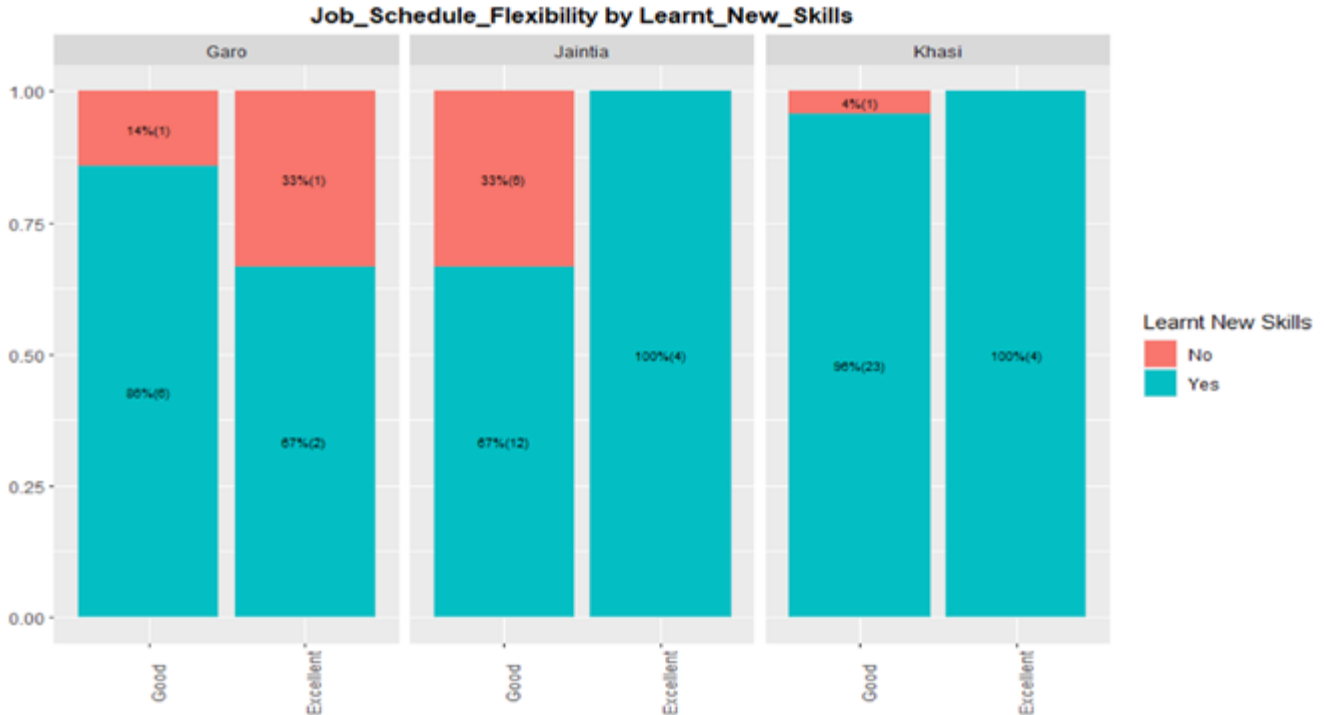
The chi-square test of independence shows a significant association between job satisfaction level and submission of reports. The post-hoc test reveals that submission levels are low among workers with low satisfaction. Those with high satisfaction are also prompt in submission of reports.

Figure 20: Chi-square Test Showing a Significant Association Between Job Satisfaction and Submission of Reports



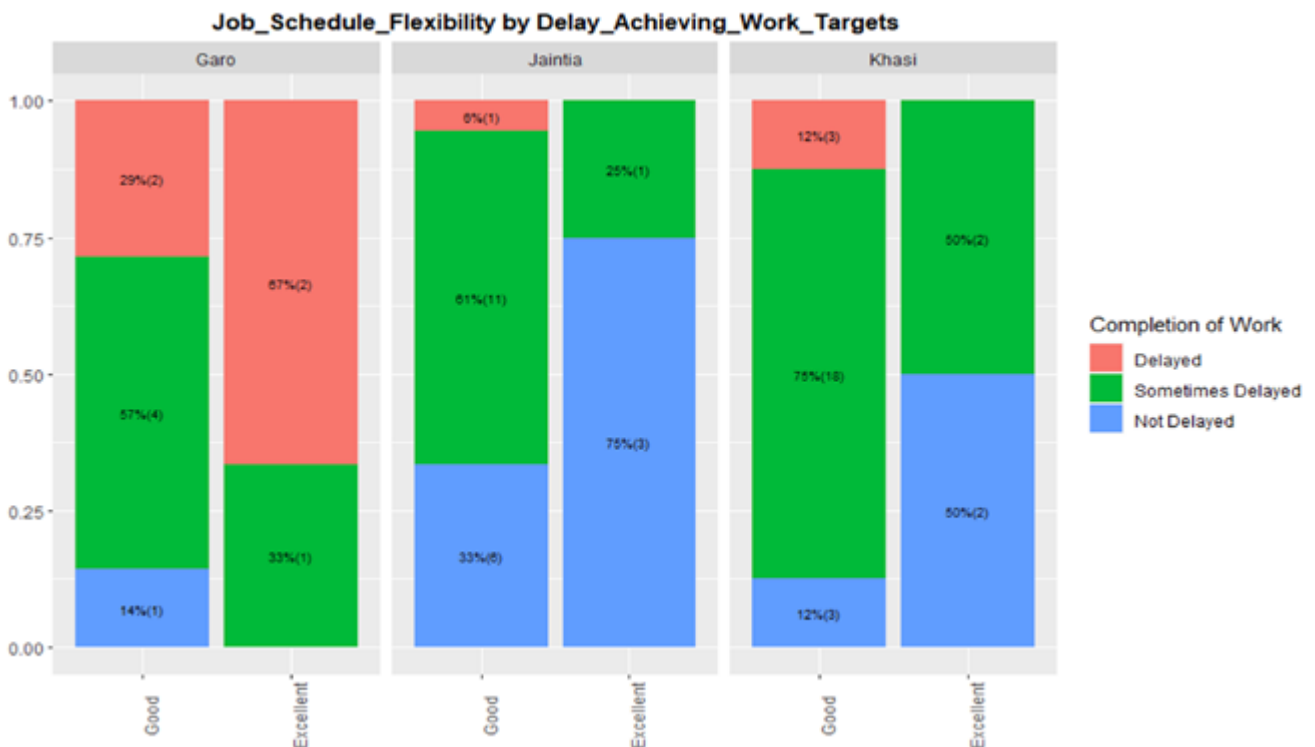
Job Schedule Flexibility and New Skills

Figure 21: Job schedule Flexibility and Learning New Skills



- In Jaintia hills, the workers who feel the job schedule is good rather than excellent learn more skills. It could be due to highly compliant supervisors. Supervisors can be advised to be more demanding, especially with respect to the learning of new skills.
- Job flexibility in general observed to be a promoting factor to acquire new skills.

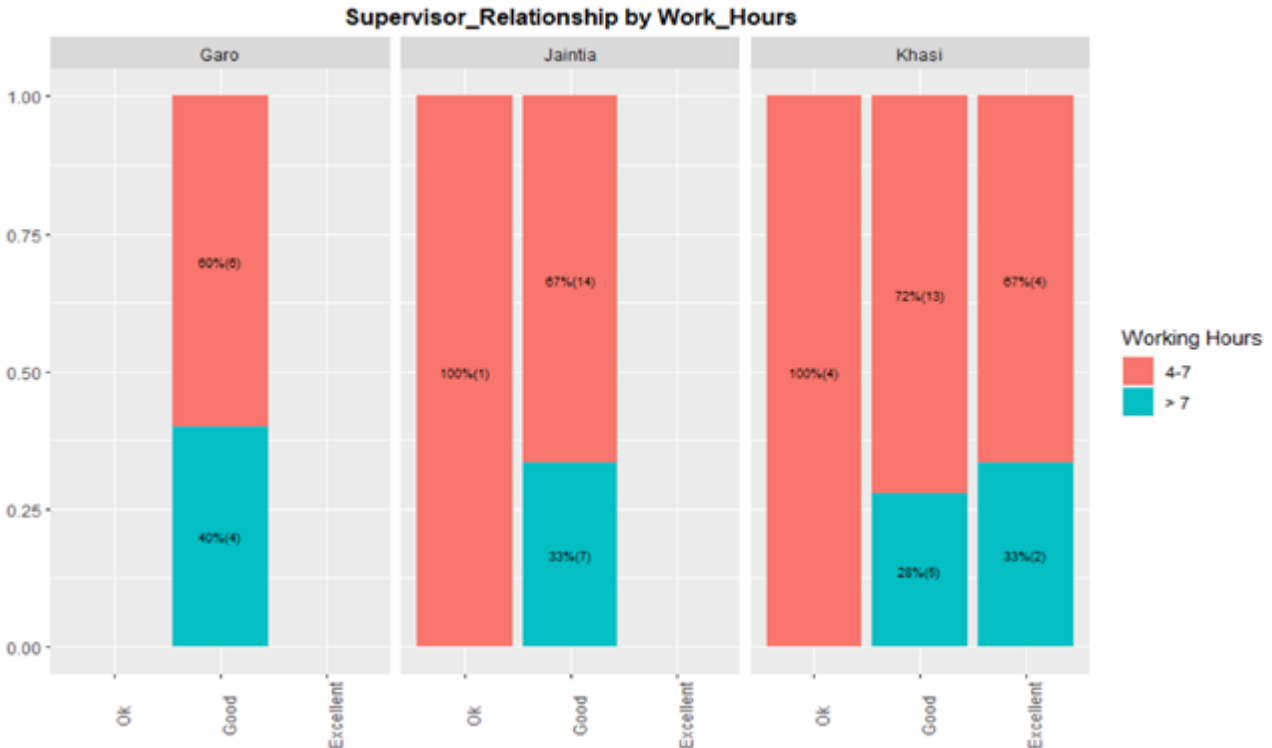
Figure 22: Job schedule flexibility & Delay in Achieving Work Targets



In general, job flexibility with flexible work schedules and new work assignments promotes interest in work. But flexible time-work schedules are also a contributory factor for delays.

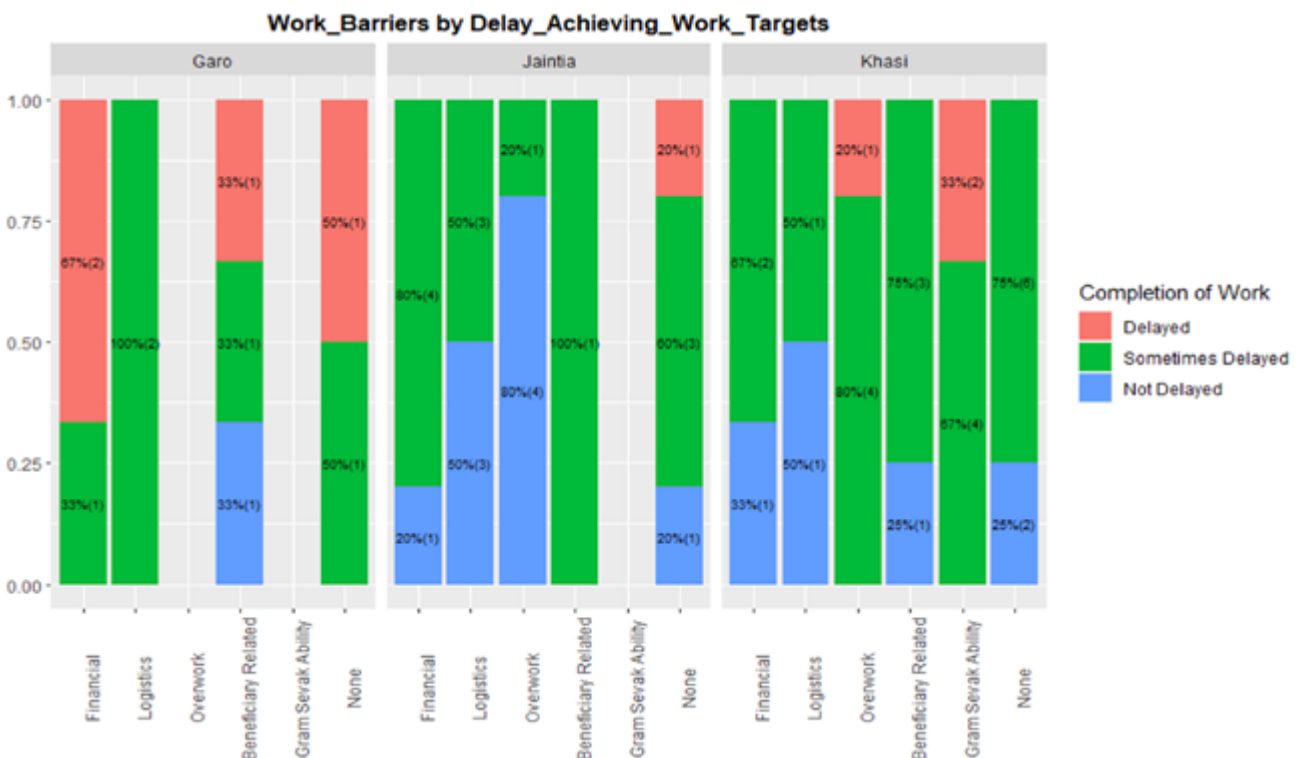
- The worst performing region is the Garo hills, wherein better job flexibility leads to more workers who delay in completing the work
- In Jaintia hills region better flexibility leads to fewer workers reporting delays in work.

Figure 23: Distribution of Supervisor Relationship and Work Hours



- In Khasi with highest numbers of Gram Sevaks/Sevikas working between 5 to 7 hours, better supervisor relationship makes them to complete the work in the scheduled time period.
- In general, the peer relationship is a motivating factor for completion of work.

Figure 24: Representation of Work Barriers and Achievement of Work Targets



- Financial and Logistics work related barriers seem to play a role in higher number of workers reporting delay in work in Garo region.

- In general, financial and logistical constraints have been reported to hinder work hours. These barriers should be targeted to improve productivity.

Figure 25: Suggestions from the Gram Sevaks/Gram Sevikas

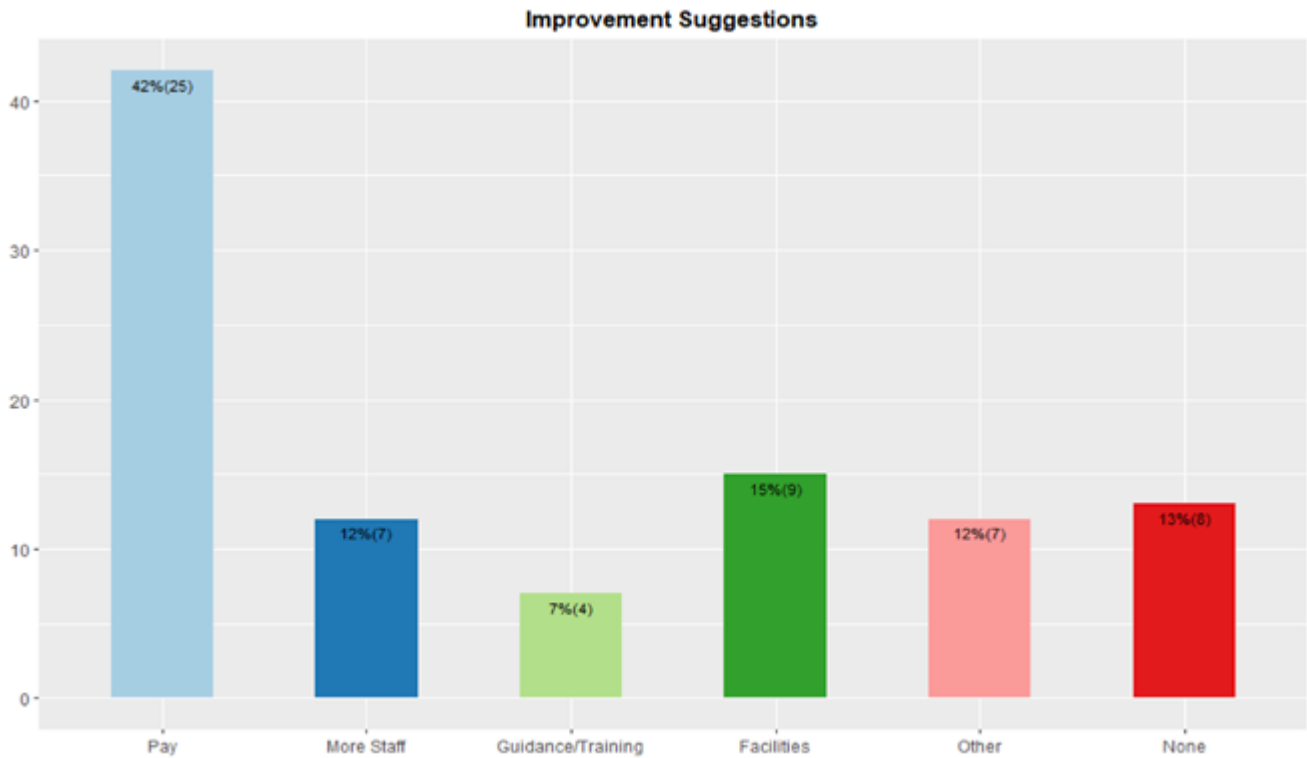
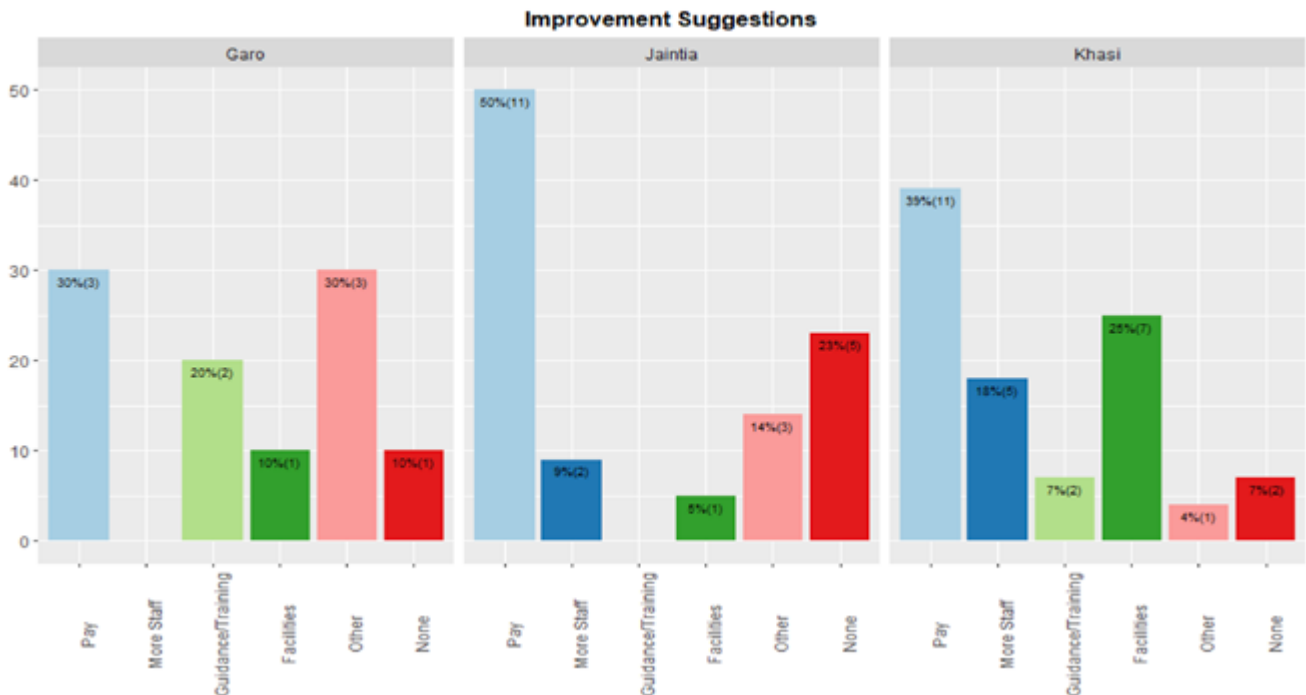


Figure 26: Suggestions from the Gram Sevaks/Sevikas



- Hike in salary and restoration of TA is the top suggestions for improvement given by the employees
- Better facilities such as better office space, transportation facilities, network facilities, etc are also suggested
- In Garo hills, there is also a suggestion to move the NREGA to another department. This is captured under the “Other” category and constitutes 30% of the suggestions.
- The suggestion for more guidance and training is also high.

Major Findings

The study brings out the effectiveness of functioning of Gram Sevak/Sevikas at the grassroots level in monitoring the progress of development schemes, implementation processes and listening to the voices of the people. The major factors that have significant impact on their functioning are:

Education and Job Satisfaction Levels

- The overall work efficiency/ productivity as reflected in work hours, work completion, submission of reports, learning new skills are significantly impacted by level of education.
- There is a positive relationship indicating higher levels of education contributing to better performance. While the Khasi hills has better performance, the Garo region is lagging behind in many fields is due to the differences in levels of education of the Sevaks.
- Job satisfaction is another factor that has significant impact on work hours, reports and acquiring new skills.
- In Garo, the delay in completion of work is more among less qualified workers. The same is observed in Jantia, the better performing region.
- Only 25% of the Gram Sevak/Sevikas responded that all the work gets completed within time. Majority said the work is delayed sometimes.
- The delay in work is especially more in Garo region with more than 90% responding that work is either sometimes delayed or delayed always. Jantia is the better performing region in terms of completion of work with more than 40% responding that the work is not delayed at all. This also depends on volume of work.
- The Gram Sevak/Sevikas is spending more time in monitoring the PMAY scheme. The other scheme is NREGA.
- Supervisor's guidance, monitoring and feedback has influence on work patterns and submission of reports. Lower levels of supervision in Garo hills has resulted in work delays and submission of reports.
- Age is an influencing factor in submission of reports and work hours. The experience gained has helped to achieve better work performance but the attitude towards learning new skills.
- In Jaintia Hills, while timely completion of work is evident in the age group of 31-40, the same in the age group 21-30 is surprisingly lacking. Since they share a similar work environment, the productivity driver could be the level of work experience. They may be in need of training and guidance, which should be provided on priority to improve work performance.
- In Khasi hills, prominent factors such as education, age demographics, and rapport with supervisors appear non-problematic. Financial and logistical constraints have been reported to hinder work hours. These barriers should be targeted to improve productivity.
- Though Meghalaya is matrilineal society, the participation of women in grass root governance is very low. In our sample only 6 (10%) women were there. They are kept out of Village council. Their performance in implementation of NREGA has now made the State to reserve 50 percent seats in VEC for them (Aug. 2020). On similar basis, their increased participation in village councils may promote participatory development.
- More Salary, and restoration of TA are the top suggestions for improvement given by the employees
- Better facilities such as better office space, transportation facilities, network facilities and training etc are also suggested to improve work efficiency.

Recommendations

It is observed that like the Panchayat Development Officer in other States, the Gram Sevak/Sevikas plays a significant role in governance at village level. The government can use his presence in blending the traditional and modern institutions of governance at the village level.

- The job chart of the Gram Sevak/Sevikas requires better knowledge about Govt. schemes and technical skills. It is recommended to increase the minimum qualification for recruitment of Gram Sevak/Sevikas to graduate level as in other States like Karnataka.
 - * The qualification should be – Graduate/ Post Graduate degree or Diploma in science, humanities, Social Sciences /technical / professional etc.
 - * Create a pool of human resources with technical skills from the Gram Sevak/Sevikas to offer the repair/ restoration/ plumber/ electrical services etc. when needed.
- Develop Standard Operating Procedures (SoPs) and guidelines for Gram Sevak/Sevikas Prepare training manuals and provide training to the Gram Sevak/Sevikas at various stages.
 - * The induction training should be comprehensive in coverage including communication and soft skills. Continuous updating of knowledge is required with changing technologies and digitisation processes.
 - * NREGA has significant penetration of technology which requires better education and technical skills among the gram Sevaks.
 - * Training on Preparation of Community and Rural Development plan for Gram Sevaks and Gram Sevikas at the District, at the State, at the Block and at the Village level.
 - * SIRD(State Institute of Rural Development) should arrange separate training courses for Gram Sevaks/Sevikas or they can be arranged in PPP mode.
- Gram Sevaks/Sevikas work at the village level therefore, their representation in DPDC is essential.
- Provide space for women in local governance system on the model of VEC under NREGA.
- Revise the job charts of Gram Sevaks/Sevikas orienting them towards localisation of Sustainable Development Goals and planning at village/block level based on 9 themes of NITI Aayog.
- The traditional systems of governance in Meghalaya need to be included in development planning and service delivery, and to be given specific roles and responsibilities.
 - * Given the relatively low population density and hilly terrain in the State, an intermediary tier may be placed between the ADCs and the village level institutions. The BDO and the Gram Sevak/Sevikas can provide the link.
 - * Provide adequate peer support and guidance and monitor the performance of Gram Sevaks/Sevikas.
 - * Revision of pay, along with means of improving mobility of Gram Sevaks/Sevikas through provision of transport allowance especially in difficult terrains.

Conclusion

Maximising self-governance is critical to empowering people, which will require strengthening of the institutions of governance, and planning at the village level. Community participation and empowerment is essential to promote human development. Meghalaya has a weak decentralisation system and planning at grassroots level is not a normal practice. The State has to evolve a mixed model of local governance blending the traditional and modern institutions of governance at Taluka and Village level. The role of Gram Sevaks/Sevikas needs to be oriented towards engaging people in governance with a focus on equity and justice. Reforms in local governance will help the State to achieve the SDG 2030 agenda.

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Annexures

Annexure 1: Government Order from C & R D

**GOVERNMENT OF MEGHALAYA
DIRECTORATE OF COMMUNITY & RURAL DEVELOPMENT
MEGHALAYA, SHILLONG**

NO.CDMF. 128/3013/114,

Dated Shillong, the 27th July, 2022.

From:- Shri S.ohi C Sarda, IAS,
Director,
Community & Rural Development,
Meghalaya, Shillong.

To,
Dr. Anugonra Ravindran,
Executive Director,
Public Affairs Foundation,
Karnataka.

Subject:- Revision/Updation of the functioning, role & responsibilities of Gram Sevaks/ Gram Sevikas posted in Block Office of Community & Rural Development Department

S/Sr/Madam,

With reference to the subject cited above, please find enclosed herewith the Government Notification No.CD241/89/393, Dated: 06/06/2008 which is the Rules regulating recruitment and the conditions of service of persons appointed to the post of Gram Sevaks/ Gram Sevikas under the Community & Rural Development Department Service of Meghalaya. In this connection, it is requested to kindly come up with draft framework of suggestions/recommendation regarding revision & updation on the qualifications, functioning, roles & responsibilities of Gram Sevaks/Gram Sevikas taking into account the rapid development that has taken place over the years in terms of technology and higher expectations of effective, timely and efficient public service delivery from these grassroot level functionaries posted at the cutting edge level of rural development, governance and administration. Consider also the new conditions of rural development and how Gram Sevaks/ Gram Sevikas can be more efficient in official rural development administration.

The current pay matrix of Gram Sevaks/ Gram Sevikas is Level-5, (Rs. 24700-38400) while qualification is as per Rule 13 (1) (enclosed).

Your kind cooperation and early response on this matter is solicited.

Yours faithfully,



Director,
Community & Rural Development,
Meghalaya, Shillong.
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GOVERNMENT OF MEGHALAYA
COMMUNITY & RURAL DEVELOPMENT DEPARTMENT

NOTIFICATION

No.CDD.41/89/393,

Dated: Shillong, the 6th June, 2008.

In exercise of the powers conferred by the proviso to Article 309 of the Constitution of India, the Governor of Meghalaya is pleased to make the following Rules regulating the recruitment and the conditions of service of persons appointed to the post of Gram Sevak/Gram Sevika under the Community & Rural Development Service of Meghalaya.

1. **Short Title and Commencement**:- (1) These Rules may be called "The Meghalaya Community and Rural Development Gram Sevaks/Gram Sevikas Services Rules, 2008".

(2) They shall come into force from the date of issue of the Notification to be published in the official Gazette also.
2. **Definitions**:- In these Rules unless there is anything repugnant in the subject or context:-
 - (a) "Appointing Authority" means the Deputy Commissioner.
 - (b) "Commission" means the Meghalaya Public Service Commission.
 - (c) "Committee" means the District Departmental Promotion Committee or the District Selection Committee (as the case may be).
 - (d) "Government" means the Government of the state of Meghalaya.
 - (e) "Governor" means the Governor of Meghalaya.
 - (f) "Member of the Service" means a member of the Community & Rural Development Gram Sevaks/Gram Sevikas/Mukhya Sevikas/Extension Officer (General) Service.
 - (g) "Service" means the Meghalaya Community & Rural Development Gram Sevaks/Gram Sevikas/Mukhya Sevikas/Extension Officer (General) Service.
 - (h) "State" means the State of Meghalaya.
 - (i) "Year" means the Calendar year.
 - (j) "Schedule" means Schedule appended to these Rules.
3. **Constitution of the Service**:- There shall be a constituted service to be known as the Meghalaya Community & Rural Development Gram Sevaks/Gram Sevikas/Mukhya Sevikas/ Extension Officer (General) Service consisting of the following persons, namely:-
 - (1) Member of the Assam Panchayat & Community Development Gram Sevak Service who are allocated to the State of Meghalaya in the Community & Rural Development Department in accordance with the provisions of Section 64(1) of the North Eastern Areas (Re-organisation) Act, 1971.
 - (2) Persons appointed to the posts in the Service on or after 21.1.1972 but before the commencement of these Rules.
 - (3) Persons appointed to the post in the Service in accordance with the provisions of these Rules.
4. **Composition of the Service**:- (1) The Service shall consist of the following categories of posts:-

<ol style="list-style-type: none"> A. (i) Extension Officers (General) (ii) Senior Gram Sevaks (iii) Gram Sevaks (Grade-I) (iv) Gram Sevaks. 	<ol style="list-style-type: none"> B. (i) Mukhya Sevikas. (ii) Senior Gram Sevikas (iii) Gram Sevikas (Grade-I) (iv) Gram Sevikas.
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- (2) Each of the categories of posts under A & B of sub-rule (1) above shall form an independent Cadre. Members of the lower cadre shall have no claim for appointment to that of the higher cadre except in accordance with the provisions made in these Rules.
5. **Status:-** The status of members of the service holding posts in the categories of both A & B of sub-Rule (1) of Rule 4 shall be Class III Non-Gazetted or as per the classification shown in the R.O.P. Rules.
6. **Strength of the Service:-** (1) The strength and composition of the service shall be such as may be determined by the Governor from time to time.
- (2) At the commencement of these Rules, the strength of the service and posts therein shall be as shown in Schedule-I.
7. **Method of Recruitment:-** (1) Appointment to the posts in Category (i) under A & B of Sub-rule (1) of Rule 4 shall be made by promotion from the Select List approved under Sub-Rule (4) of Rule 10 from amongst the Members of the Service holding the post of Senior Gram Sevaks /Senior Gram Sevikas who have rendered not less than 5 (five) years of continuous Service in that post on the first day of the year in which the selection is made.
- (2) Appointment to the posts in the category (ii) under A & B of Sub-Rule (1) of Rule 4 shall be made by promotion from the select list approved under Sub-Rule (4) of Rule-10 from amongst the members of the service holding the posts of Gram Sevak (Grade-I)/Gram Sevikas (Grade-I) who have rendered not less than 5(five) years of continuous service in the post on the first day of the year in which the selection is made.
- (3) Appointment to the posts in the category (iii) under A & B of Sub-Rule (1) of Rule 4 shall be made by promotion from the Select List approved under Sub-Rule (4) of Rule 10 from amongst the members of the service holding the post of Gram Sevak/Gram Sevika who have rendered not less than 5(five) years of continuous service in the post on the first day of the year in which the selection is made.
- (4) Appointment to the post in the category (iv) under A & B of Sub-Rule (1) of Rule 4 shall be made by direct recruitment on the result of the Competitive examination conducted by the respective District Selection Committee.
8. **District Departmental Promotion Committee:-** (1) For the purpose of appointment by promotion to the higher existing posts under sub-Rule (1), (2) & (3) of Rule 7, or to any higher posts when created, there shall be a District Departmental Promotion Committee consisting of the following members:-
- | | | | |
|------|--|---|-------------------|
| I. | Deputy Commissioner | - | Chairman |
| II. | Assistant Development Commissioner | - | Member |
| III. | Project Director,
District Rural Development Agency | - | Member |
| IV. | Sub-Divisional Planning Officer
(or any Officer Incharge of
Development Branch in the Office
of the Deputy Commissioner). | - | Member Secretary. |

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(2) The Committee may invite any other person to attend its meetings if and when considered necessary.

9. **Procedure for preparing the select list:-** (1) At the beginning of each year, the Appointing Authority shall refer to the Committee, the approximate number of vacancies likely to occur in each category of the service during the year. To enable the Committee to prepare the List for promotion to those categories, the Appointing Authority shall furnish the Committee with the following documents, namely:-

(i) A list of the members of the service drawn up in order of seniority and consisting three times the number of vacancies referred to in sub-rule (1).

Provided that such restriction shall not apply in respect of post where the total number of eligible persons is less than three times the number of vacancies and in such a case the Committee shall consider all the eligible Persons / Officers.

(ii) The Annual Confidential Reports, Character Rolls and Service Records of such members.

(iii) Any other documents and information as may be considered necessary by the Appointing Authority or required by the Committee.

(2) The Committee after examining the Character Rolls, Service Records and other documents in respect of all such persons, shall prepare a List based on individual merit and suitability with due regard to seniority. The number of persons to be included in the list shall be as laid down in Part. III of the Instruction appended to the Meghalaya Public Service Commission (Limitation of Functions) Regulations, 1972. The list shall be forwarded by the Committee to the Appointing Authority.

(3) The names of persons in the list shall be placed in order of preference for promotion. In every case where a junior member is selected in preference to his seniors, the Committee shall record in writing the reasons for doing so.

10. **Consultation with the District Departmental Promotion Committee:-** (1) The Appointing Authority shall forward the list prepared under Rule 9 to the Committee along with the Annual Confidential Reports, character Rolls, Service Records and other relevant documents in respect of each persons in the list together with his comments, if any.

(2) The Committee shall consider the lists and documents referred to in sub-rule (1) and such other documents as it may have called for and unless it considers that any change is necessary, approved the list.

(3) If the Committee considers it necessary to make any change in the list received from the Appointing Authority, it shall inform him of the change(s) proposed and after taking into account the comments, if any, of the Appointing Authority, approve the said list finally with or without modifications as may in its opinion be just and proper.

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The lists as approved by the District Departmental Promotion Committee either under Sub-rule (2) or Sub-Rule (3) shall form the select List for the purpose of appointment/promotion under Sub-Rule (1)/Sub-Rule (2)/Sub-Rule (3) of Rule 7 and be published in the Meghalaya Gazette.

11. **Validity of the Select List:-** (1) The Select List shall remain in force for a period of 1(one) year unless its validity is extended with the approval of the Committee.

Provided that such an extension shall not be for a total period exceeding six months:

Provided further that in the event of any great lapse in the conduct or performance of duties on the part of any person in the Select List, the Appointing Authority may, if he thinks fit, remove the name of such person from the Select List in consultation with the Committee. The reason(s) for doing so shall be recorded in writing.

- (2) The Committee shall meet once a year to review the Select List.

12. **Direct Recruitment:-** (1) Competitive Examination for direct recruitment under Sub-Rule (4) of Rule 7 shall be held at such intervals as the Appointing Authority may in consultation with the District Selection Committee from time to time determine. The date on which and the place in which the examination shall be held, shall be fixed by the Committee.

- (2) The examination shall be conducted by the District Selection Committee in accordance with such syllabus as the Appointing Authority may from time to time make in consultation with the Committee.
- (3) Of the number of vacancies to be filled up on the result of each examination, there shall be reservation in favour of candidates belonging to Schedule Castes and Scheduled Tribes to the extent and subject to the conditions as the Government may from time to time prescribe.
- (4) On the basis of the results of the Competitive Examination the District Selection Committee shall prepare a list of all successful candidates in order of merit, which shall be determined in accordance with the aggregate marks obtained by each candidate and if two or more candidates obtain equal marks the Committee shall arrange them in order of their relative merit which shall be determined in accordance with the general suitability of the candidates for appointment to the post. The number of persons to be included in the list shall be as laid down in Part IV of the Instruction appended to the Meghalaya Public Service Commission (Limitation of Function) Regulation, 1972. The List shall be forwarded to the Appointing Authority and displayed in the Notice Board.
- (5) The inclusion of a candidate's name in the Merit list confers no right to appointment unless the Government is satisfied, after such enquiry as may be considered necessary that the candidate is suitable in all respect for appointment to the post and that appointment to any post in the service is subject to availability of vacancy.

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13. **Conditions of eligibility for appearing at the Competitive Examination**:- In order to be eligible to compete at the examination for direct recruitment, a candidate must satisfy the following conditions, namely:-

- (1) **Nationality** – He/She must be a citizen of India.
- (2) **Age** – He/She must have attained the age of 18 years and must not have exceeded the age of 27 years on the first day of the year in which the advertisement for the post is made;

Provided that in the case of candidate belonging to Scheduled Castes and Scheduled Tribes, the upper age limit will be subject to relaxation made by the Government from time to time.

- (3) **Educational Qualification** – As laid down in the schedule II or as prescribed by the Government from time to time.

14. **Disqualification for appointment to the Service**:- (1) No person shall be appointed who, after such medical examination as the Government may prescribe, is not found to be in good mental or bodily sound health and free from any physical defect or infirmity which may render him/her unfit in the discharge of his/her duties.

- (2) No person shall be appointed to the service who had been convicted for any offence involving moral turpitude.

- (2) No person who has more than one spouse living shall be eligible for appointment to the service.

Provided that the Governor may, if he is satisfied that there are special grounds for doing so, exempt any persons from the operation of this sub-rule.

- (3) No person who attempts to enlist support for his candidature either directly or indirectly by any recommendation either written or oral or by any other means, shall be appointed to the service.

15. **Appointment to the Service**:- (1) Appointment to any post in the service under Rule 7 shall be made by the Appointing Authority.

- (2) (i) Subject to the provisions of sub-rule (3) and (5) of Rule 12 appointment under sub-rule (4) of Rule 7 shall be made from time to time in the order in which the names of candidates appear in the Merit List prepared under sub-rule (4) of Rule 12.

- (ii) A person appointed by direct recruitment shall join within 15 days from the date of receipt of the order of appointment, failing which and unless the Appointing Authority extend the period of joining, which shall not in any case exceed three months, the appointment shall be cancelled.

- (3) Appointment under sub-rule (1), Sub-Rule (2) and Sub-Rule (3) of Rule 7 shall be made in the order in which the names of candidates appear in the select List approved by the District Departmental Promotion Committee under sub-rule (4) of Rule 10.

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Probation :- Every person appointed to the service under sub-rule (4) of Rule 7 shall be on probation for a period of 2(two) years.

Provided that the probation and the training to be completed in the initial 2(two) years.

Provided that the period of probation may for good and sufficient reasons be extended by the Appointing Authority in any individual case by a period not exceeding 1(one) year or till such time of completion of Training.

Provided further that where a person appointed to the post in the service could not be placed under probation for want of permanent vacancy, any period which he/she has rendered in a temporary capacity, may having regard to his/her performance be counted towards the period of probation.

17. **Training :-** Every person appointed to the post in the service under sub-rule (4) of Rule 7 has to successfully undergo the training for Gram Sevaks/Sevikas conducted by the Principal, Upgraded Gram Sevak training Centre, Upper Shillong for a period of 2(two) years or the Capsule training course at the State Institute of Rural Development, Nongsder, Meghalaya for a period of 6 (six) months or training/Capsule training as prescribed by the Authority concerned from time to time. Syllabus for the said Capsule training course should be prescribed by the SIRD, Nongsder with the approval of the C&RD Department. Every person appointed to the post in the service under sub-rule (4) of Rule 7 has to successfully pass the written & practical Tests/Examinations of the aforesaid training/Capsule training.
18. **Discharge or Reversion :-** (1) Where the Appointing Authority finds that the performance of duty by any member of the service, appointed by promotion, is unsatisfactory or where he/she is found unfit to hold the post at any time during the period of probation such member shall be liable to be reverted to his/her next lower post or grade.
- (2) A Member of the service appointed by direct recruitment shall be liable to be discharged if -
- (a) He/she fails to make sufficient use of the opportunities given during the period of probation :
or
- (b) on any information received relating to his/her nationality, age, health, character and antecedents, the Appointing Authority is satisfied that the probationer is ineligible or otherwise unfit for being a member of the service
19. **Seniority :-** (1) The interse seniority of the members of the service who originally belonged to and appointed by the Government of Assam before 21st January, 1972 and who are allocated to the State of Meghalaya in accordance with the provisions of Section 64(i) of the North Eastern Areas (Re-organisation) Act, 1971 in the respective Cadre shall be as it was in the corresponding cadre under the Government of Assam prior to allocation to the State of Meghalaya.
- (2) Notwithstanding anything contained in Sub-rule (1), the interse seniority of the members of the Service appointed by the Government of Meghalaya on the recommendation of the Government of Assam during the period between 2nd April, 1970 and 20th January, 1972 (both days inclusive) vis-à-vis those appointment by the Government of Assam under the same recommendation and allocated to the State of Meghalaya in the respective cadre shall be determined in the order in which their names appeared in the list prepared by the Government of Assam. Such members shall be junior to all the members mentioned in Sub-rule (1) above in the respective cadre.

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- (3) The interse seniority of the members of the service in any cadre appointed on or after 21st January, 1972 but before the commencement of these rules, shall be in the order in which their names appeared in the Select List prepared and approved by the Committees concerned. Such members shall be junior to all members mentioned in Sub-rule (1) and (2) above in the respective cadre.
- (4) The interse seniority of the members of the Service appointed to different cadres after the commencement of these rules shall be in the order in which their names appear in the Merit List prepared under sub-rule (4) of Rule 12 or in the Select List approved under sub-rule (4) of Rule 10.
- (5) If confirmation of any member of the service is delayed on account of his/her failure to qualify for such confirmation, he/she shall lose his/her seniority vis-à-vis such of his/her juniors in his/her cadre as may be confirmed earlier than him/her. His/Her original position shall however, be restored on his/her confirmation subsequently.
20. **Confirmation :-** Confirmation of a member of the Service in a cadre shall be made according to his/her seniority in that cadre subject to the following conditions :-
- (1) that he/she has completed the period of probation to the satisfaction of the Appointing Authority.
 - (2) that he/she has successfully undergone the training courses as may be prescribed by the Appointing Authority from time to time and passed the examinations thereof.
 - (3) that he/she is considered otherwise fit for confirmation by the Appointing Authority.
 - (4) that there is no departmental proceeding/vigilance enquiry against him/her .
 - (5) subject to availability of vacancy and that no officer holds a lien on it .

Provided that where a person is not given opportunity to undergo the prescribed training during the period of probation, his/her confirmation shall not be held up for reasons of not successfully undergoing the said training but such person shall when called upon by the Appointing Authority and opportunity given, successfully undergo the said training, failing which he/she shall be liable to removal from service unless the Appointing Authority allow his/her other chances :

Provided further that the Appointing Authority may for good and sufficient reasons exempt a member of the service from Training and confirm him/her in the respective cadre of the service.

21. **Gradation List :** There shall be prepared and published annually an up-to-date Gradation List as on 1st January consisting of the names of all members of the Service, cadre-wise and drawn up in order of seniority and other particulars relating to the date of birth and appointment to the service and such other details relevant to the service career shall be also indicated against each name.

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22. On promotion from one cadre to another in the service, the pay shall be fixed in accordance with the principles governing such fixation in the Fundamental Rules and Subsidiary Rules or any other rules for the time being in force.
23. **Increment :-** (1) The first increment admissible to a member of the service shall accrue on the expiry of one year from the date of his/her joining the post but subsequent increment shall be allowed only on his/her successful completion of the Training Courses, if any, as may be prescribed by the Appointing Authority or the Government.
- (2) The pay of the member of the service on his/her passing the prescribed Training Course shall be fixed at such a stage as if he/she had been allowed his/her usual annual increment due but he/she shall not be entitled to an arrear in pay on account of withholding of due increments for the period prior to the date of his/her passing the prescribed Training Course.
24. **Power of the Governor to dispense with or relax any Rule :-** Where the Governor is satisfied that the operation of any of the provisions of these rules causes undue hardship in any particular case, he may dispense with or relax the requirement of any of these rules to such extent and subject to such conditions as it may be considered necessary for dealing with the case in a just and equitable manner.

Provided that the case of any person shall not be dealt with in any manner less favourable to him/her than that provided under these rules.

25. **Interpretation :-** If any question arises relating to the interpretation of these rules, the decision of the Community and Rural Development Department with the approval of the Personnel & A.R. (A) Department (Service Rule Cell) shall be final.
26. **Repeal and Saving :-** All Rules, Orders or Notifications Corresponding to and in force immediately before the commencement of these rules are hereby repealed.

Provided that all orders made or action taken under the rules, orders or notifications so repealed or any action taken in pursuant thereto, shall be deemed to have been validly made or taken under the corresponding provisions of these rules.

Sd/- (C.D.Kynjing)
Commissioner & Secretary to the Govt. of Meghalaya,
Community & Rural Development Department.

MODALITY ON FILLING UP THE POSTS OF GRAM SEVIKAS GRADE-I IN THE BLOCKS

Whereas the Government has adopted the Resolution on the Recommendation of the Third Meghalaya Pay Commission that 10% of the posts of Gram Sevaks/Gram Sevikas are to be upgraded to the level of Gram Sevaks/Gram Sevikas (Grade-I), the following procedure shall be followed in filling up the post so upgraded in respect of Gram Sevika Grade-I.

Gram Sevikas Grade-I :- There are 12(twelve) posts of Gram Sevika Grade-I in the State. The Deputy Commissioner of the Districts concerned may decide the matter of filling up the post of Gram Sevika Grade I on rotation basis amongst the Blocks within the District. The district-wise break up of the posts of Gram Sevika Grade-I is as indicated below:-

District	No. of Blocks	Up-gradation of posts to the level of Gram Sevikas Grade-I
1. East Khasi Hills	8	3
2. West Khasi Hills	6	2
3. Jaintia Hills	5	1
4. Ri Bhoi	3	1
5. West Garo Hills	8	3
6. East Garo Hills	5	1
7. South Garo Hills	4	1
Total	39	12

SCHEDULE - I
(See Rule 4 & Rule 6)

Category	Sl. No.	Name of Post	Time Scale Pay	Number of the post		
				Permanent	Temporary	Total
1	2	3	4	5	6	7
A	1	Extension Officer (G)	5100-140-5940-EB-150-7140-160-8740/-	-	7	7
	2	Senior Gram Sevak	4250-110-4910-EB-120-5870-130-7170/-	30	9	39
	3	Gram Sevak(Grade-I)	3450-80-3980-EB-90-4650-100-5650/-		39	39
	4	Gram Sevak	3100-70-3520-EB-80-4160-90-5060/-	300	211	511
B	1	Mukhya Sevika	5100-140-5940-EB-150-7140-160-8740/-	-	13	13
	2	Senior Gram Sevika	4250-110-4910-EB-120-5870-130-7170/-	-	7	7
	3	Gram Sevika(Grade-I)	3450-80-3980-EB-90-4650-100-5650/-	-	12	12
	4	Gram Sevika (Female)	3100-70-3520-EB-80-4160-90-5060/-	60	77	137

Sd/- (C.D.Kynjing)
Commissioner & Secretary to the Govt. of Meghalaya
Community & Rural Development Department.

1 Year Service.
3 Years.

SCHEDULE - II
(Sec Rule 13 (3))

Category	Sl No.	Name of Post	Method of recruitment with percentage of vacancies to be filled up in any year by direct recruitment or promotion.	Direct Recruitment			Promotion		Remarks
				Educational Qualification etc required for direct recruitment	Lower age limit	Upper age limit	Persons eligible for consideration to post mentioned in column 3.	Qualifications experience etc.	
A	1.	Extension officer(G)	Promotion	x					
	2.	Senior Gram Sevak	-do-				P. U/HSSLC/Preferable Graduate, 5 (five) years of continuous Service as Senior Gram Sevak		
	3.	Gram Sevak Grade-I	-do-				Matriculate/HSLC. 5(Five) years continuous Service as Gram Sevak Grade - 1		
	4.	Gram Sevak	Through D.S.C.	Matriculate/HSLC, Preference will be given to candidates passing out of Gram Sevaks/Sevikas, training at UGSTC, UPPER SHILLONG, Capsule Training at SIRD, NONG-SDER, Meghalaya or Having diploma in Rural Development from any recognized Institute.	18 yrs.	27 yrs.			

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Schedule - II
[See Rule 13(3)]

B		Promotion		Preference will be given to candidates passing out of Gram Sevaks/Sevikas, training at UG/STC, UPPER SHILLONG, Capsule Training at SIRDI, NONG-SDER, Meghalaya or Having diploma in Rural Development from any recognized Institute.		18 yrs.		27 yrs.		P.11/HSSLC/preferably Graduate, 5(five) years of continuous service as Senior Gram Sevika	
1.	Mukhya Sevika		Promotion								
2.	Senior Gram Sevika	-do-									
3.	Gram Sevika Grade-I	-do-									
4.	Gram Sevika (Female)	Through D.S.C.									

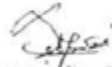
CDD.41/89/393-A,

Dated Shillong, the 6th June, 2008.

Copy to :-

1. The P.S. to the Chief Minister, Meghalaya, Shillong for favour of information of the Chief Minister.
2. The P.S. to the Deputy Chief Minister, i/c C & RD Department for information of the Deputy Chief Minister.
3. The P.S. to the Chief Secretary, for information of the Chief Secretary
4. Personnel & AR.(SRC) Department.
5. Law Department.
6. Finance (E) Department.
7. The Director, C & RD, Meghalaya, Shillong.
8. The Director, Printing & Stationery, Meghalaya, Shillong with a request to publish in the Meghalaya Gazette and to supply the Department with 25 printed copies. A Floppy is enclosed herewith and to return the same when done with.
9. The Deputy Commissioner, East Khasi Hills, Shillong/West Khasi Hills, Nongstoin/Jaintia Hills, Jowai/Ri-Bhoi, Nongpoh/West Garo Hills, Tura/East Garo Hills, Williamnagar/South Garo Hills, Baghmara.
10. The Secretary, All Meghalaya Gram Sevaks/Sevikas Association.

By Orders etc.,


Under Secretary to the Govt. of Meghalaya,
Community & Rural Development Department.

Annexure 2: Details of GS Circles in Meghalaya

No	Name of the District	Name of the block	Number of GS circles
1	West Jaintia Hills	Laskein	15
		Thadlaskein	15
		Amlarem	15
2	East Jaintia Hills	Khliehriat	16
		Saipung	15
3	East Khasi Hills	Pynursla	16
		Shella Bholaganj	16
		Mawsynram	18
		Mawrykneng	15
		Mawphlang	16
		Mawkynrew	15
		L. Khatarshnong	15
		Myllem	13
4	West Khasi Hills	Mawshynrut	19
		Mairang	18
		Mawthadraishan	15
		Nongstoin	17
5	South West Khasi Hills	Ranikor	16
		Mawkyrwat	17
6	West Garo Hills	Selsella	18
		Rongram	16
		Gambegre	15
		Dalu	15
		Dadenggre	15
		Tikrikilla	16
7	East Garo Hills	Dambo Rongjeng	18
		Songsak	12
		Samanda	17
8	North Garo Hills	Resubelpara	25
		Kharkutta	16
9	South Garo Hills	Rongara	15
		Baghmara	16
		Gasuapara	18
		Chokpot	18
10	Ri-Bhoi	Jirang	16
		Umling	18
		Umsning	20
11	South West Garo Hills	Zikzak	17
		Betasing	19
Total			642
Number of sanctioned posts for Gram Sevaks and Gram Sevikas in Meghalaya=385			

Annexure 3: Similarities and Differences between Meghalaya from other States

No	Meghalaya	Other States in India
1	The Sixth schedule provides special consideration for the State, which allows for the functioning of autonomous district councils.	Article 243 is being followed, wherein the Panchayat system is followed.
2	The head of the Executive Committee, that is, the Chief Executive Member is elected by majority votes by the Council in Session and such election is to be approved by the Governor of the State. The Chief Executive Member then nominates Members of the Executive Committee from amongst the members of the Council	The members to all the levels of the Panchayati Raj are elected directly and the chairpersons to the intermediate and the district levels are elected indirectly.
3	A team of elected elders from villages led by village headmen called Rangbah shnongs in the Khasi-Jaintia regions, and Nokmas in the Garo region form the primary body of governance and are answerable to the Autonomous District Councils through their respective MDCs (Member of District Council).	Three-tier Panchayati Raj system: Gram Panchayat, Panchayat Samiti, and Zila Parishad. Directly elected representatives to constitute the gram panchayat and indirectly elected representatives to constitute the Panchayat Samiti and Zila Parishad.
4	The Autonomous District Councils function by covering all matters relating to Legislature, Executive, and Judiciary in the areas concerned	Planning and development are the primary objectives of the Panchayati Raj system.
5	Governor of the State is the deciding authority	Panchayat Samiti should be the executive body and Zila Parishad will act as the advisory and supervisory body.
6	Dorbar shnong is the village assembly in Meghalaya	Gram Sabha is the primary body of the Panchayati Raj system. It is a village assembly consisting of all the registered voters within the area of the panchayat. It will exercise powers and perform such functions as determined by the State legislature
7	The District Councils establish, construct or manage primary schools, dispensaries, markets, cattle ponds, fisheries, roads, road transport, and waterways in the districts	The State legislature may endow the Panchayats with such powers and authority as may be necessary to enable them to function as institutions of self-government. Such a scheme may contain provisions related to Gram Panchayat work with respect to: <ul style="list-style-type: none"> a. the preparation of plans for economic development and social justice. b. the implementation of schemes for economic development and social justice as may be entrusted to them, including those in relation to the 29 matters listed in the Eleventh Schedule.
8	District and Regional Councils are empowered to prepare a budget for their respective Council.	Finances: The State legislature may Authorize a panchayat to levy, collect and appropriate taxes, duties, tolls, and fees. Assign to a panchayat taxes, duties, tolls and fees levied and collected by the State government. Provide for making grants-in-aid to the panchayats from the consolidated fund of the State. Provide for the constitution of funds for crediting all money of the panchayats.
<p>Note: Part XXI of the Constitution does not contain any special provision with regard to the State of Meghalaya, unlike other States in the North East. However, paragraph 12A was inserted by the Assam Reorganisation (Meghalaya) Act, 1969 with the formation of the autonomous State of Meghalaya within the State of Assam making special provisions with respect to the application of laws in Meghalaya.</p>		

Annexure 2: Details of GS Circles in Meghalaya

Date:		Age
Address:		
Years of service:		
Education:		
• No schooling	• 10 th pass	• Bachelors
• Less than 8 th std	• 12 th pass	• Masters
Internet access		
• yes		
• no		
What tribe do you belong to?		
• Khasi	• Jaintia	• Garo
What language do you speak?		
• Khasi	• Pnar	• Hindi
• English	• Garo	• Bengali
What is your marital status		
• Married	• Divorced	
• Unmarried		
Do you have domestic responsibilities? Child care/household chores.		
• yes	• No	
Do you feel any of the problems due to work-life imbalance?		
• Physical		
• Emotional		
• Psychological		
Hours of work everyday		
Time spent on different activities.		
•		
•		
•		

•		
Any issues leading to delays?		
Are you satisfied with your salary?		
• To a great extent	• To some extent	• Not at all
What is the additional salary you expect?		
Currently, are you a member of any organization/ group?		
• Yes	• no	
Name 5 most pressing problems in your community		
Area	Issue	
Part 1:		
Village Profile		
Area	Population	
District	State	
Which of the following are in your area		
• <u>anganwadi</u> /playschool		
• primary school		
• secondary school		
• colleges		
• <u>health center</u> / hospitals		
• youth clubs		
• environment clubs		
• sports clubs		

Is there a system for monitoring achievement of goals related to various programs in place?	
• Yes	• No
Is there joint planning and implementation of all departments in local programs? Or each one prepares separately?	
• yes	• no
Have you learnt new skills in your job?	
• Yes	• No
If yes, what skills?	•
Is the amount of work expected to be completed each week/month are reasonable?	
• Yes	• No
Does your department provide all the equipment, supplies, and resources necessary to perform your duties?	
• Yes	• No
Do you feel that your communication is good with people at all levels in your line of work?	
• Yes	• No
Are you given enough guidance to perform your job?	
• Yes	• No
Have you undergone any training programmes? Induction training/Orientation/ any other	
• Yes	No /Don't know
Do you feel your knowledge is adequate to do your work efficiently?	
Do you need additional training?	
Do you submit work done/ performance appraisal reports? Yes /No	
Are you given feedback on your work?	
• Yes	• No
How would you change the procedure for performance appraisals?	
How would you describe your job schedule and flexibility?	

• Excellent	• Good	• Poor
Part 2:		
Do you prefer a lot of supervision or self-management in your daily tasks?		
To whom do you report/ are accountable?		
How is your relationship with your supervisor & supervisor's relation with you?		
How would you handle other's responsibilities besides your own?		
What do you see as barriers in your line of work?		
What information do you need to improve performance?		
What skills do you need to learn to improve performance?		

How do you feel about the work as compared with your colleagues in other regions?
What is the level of your job satisfaction?
High/ Moderate/Low
Explain the reasons
Any other suggestions?



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