

# **LEADERSHIP IN PEOPLE'S PLANNING PROGRAMME - SWOT ANALYSIS**

By  
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171793

## **THESIS**

**Submitted in partial fulfilment of the  
requirement for the degree of**



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**2001**

## DECLARATION

I hereby declare that this thesis entitled "**Leadership in people's planning programme - SWOT analysis**" is a bonafide record of research work done by me during the course of research and that the thesis has not previously formed the basis for the award to me of any degree, diploma, fellowship or other similar title, of any other University or Society.

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## **CERTIFICATE**

Certified that this thesis, entitled "**Leadership in people's planning programme - SWOT analysis**" is a record of research work done independently by **Miss.Anjana, S.**, under my guidance and supervision and that it has not previously formed the basis for the award of any degree, diploma, fellowship or associateship to her.



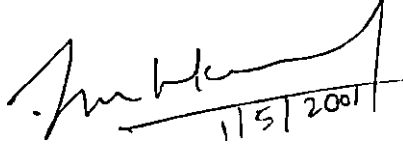
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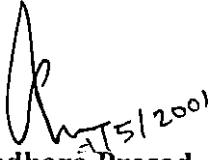
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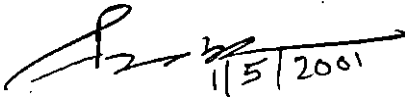
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# ***INTRODUCTION***

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## CHAPTER - I

### INTRODUCTION

*“True democracy could not be worked by twenty men sitting at the centre, it has to be worked from below by the people of every village.”*

Mahatma Gandhi

The people’s planning programme which was formally implemented by the Government of Kerala on 17<sup>th</sup> August 1996 is the most recent political mantra gaining currency in Kerala. It is viewed as a real democratic and political apparatus, which would bring the mass into active participation of the people from grassroot level including the weaker and poorer sections of the society. The ultimate aim of the people’s planning programme is the development of Kerala, the upliftment of the poor people and the eradication of unemployment.

The people’s planning in Kerala has already completed five years of its tenure and has become an integral part of people’s life in Kerala’s 1011 village panchayats, 152 block panchayats, 14 district panchayats, 55 municipalities and five corporations. In no other state has the decentralisation process reached every nook and corner with such speed and effectiveness, creating new vitas after the 73<sup>rd</sup> and 74<sup>th</sup> Constitutional Amendments. This programme is likely to become a role model for decentralised planning because it takes into account the needs and wishes of local people in the process of planning. The people’s planning programme operating in the state gives ample scope for people’s committees at various levels to assess their needs and aspirations and to formulate their plans, keeping in view local resources and preparing local development projects on scientific lines. It appears that panchayat raj movement has taken a new shape in Kerala, the success of which will be an eye opener for other states and union territories. Ensuring maximum participation of people to discuss local development problems and governance issues is the hall mark of this movement.

People's planning programme starts with the convening of the *grama sabhas* for identification of felt needs of the people. Thus the *grama sabhas* have become an integral part of the people's planning programme, through the enactment of the 73<sup>rd</sup> Amendment Act. In Kerala, for the first time, a system was created at the lowest level and fears were raised whether this body will be able to perform its assigned duties. But experience so far has indicated that this body has come to stay in the overall system of panchayat raj. Thus after the introduction of the people's planning programme in Kerala, the *grama sabhas* have come to occupy an important role in all stages of development planning viz., *planning, implementation and evaluation*. Under people's planning programme, people are to be mobilised through the grassroot level leaders, at all stages of development planning from formulation of the development programmes till its evaluation. Because the grassroot level leaders are a part of the social system in rural areas and are the trustees of the people, they have to be given responsibility. They are entitled to a democratic approach, particularly in those countries where more emphasis is laid on local self-government. In people's planning programme, the elected members in the panchayats, resource persons, members from the task force and neighbourhood groups, Agricultural officers, Panchayat Secretaries etc. are considered as the grassroot level leaders. They formulate strategies and monitor the implementation of rural development schemes. They are responsible for proper utilization of funds. They act as a link between the grassroot level people and government machineries.

*"It is easy to drive people; what is hard is to lead them"*

- Rabindranath Tagore

Only persons with vision and virtue know the thin line of distinction between driving people to madness and leading people to sanity.

Involvement of these local leaders in developmental programmes will result in better decisions compared to those made by the higher level leaders. The

idea is that when people are provided with the real facts of a situation with good leadership, they will identify more critical problems which they face. An effective leader is one who not only influences the actions of the people, but also their attitude by using largely his personal power. The result of this effective leadership is that in this case the change is enduring.

The efficiency and effectiveness of the people's planning programme mainly depends upon the will of grassroot level leaders to perform the roles assigned to them. It is, therefore, desirable to know the perception about their roles and also to know to what extent they perform their roles. The organisation should know the strengths, weaknesses, opportunities and threats related to role performance of these important functionaries to introduce possible changes in the area of personnel management in this programme. Our democracy can have a firm footing and our society can be enriched only if the local level leaders of the panchayat discharge their responsibilities in a spirit of service, *sincerity* and *sacrifice*. The role performance is a product of several factors and therefore, performance audit and understanding causal factors are important. In view of this, the present study has been undertaken.

### **Need for the study**

It is evident from the review of literature and most of the earlier studies in leadership, that no full length study seems to have yet been conducted on the role perception and role performance of grassroot level leaders in people's planning programme. Also the studies so far undertaken have been at higher level i.e. either they are at state or national level.

The present study has its significance, in being a study at the panchayat level. This study is an important attempt to throw light on the grassroot level leaders, who so far have not received attention of the social scientists to the extent they deserve. In panchayat raj system, the non-official leaders from different categories and official leaders are the main operating agents and therefore the

study of panchayat raj leaders will be incomplete without an endeavour to look into role perception and role performance of both non-official leaders as well as official leaders.

These different categories of leaders may perceive the roles differently, which may either retard or promote the effective functioning of this programme. The main purpose of this study lies in the fact that introduction of ideas of people's planning programme and its acceptance by majority of the people in the community are controlled to a greater extent by the perception and performance of different roles by different categories of leaders. So it becomes essential to identify the different strengths and weaknesses of the leaders and also to identify the various opportunities provided by this programme to them and also to understand the difficulties experienced by the leaders while performing their roles.

Against this background, the present study was formulated with the following specific objectives, as:

1. To identify the role perception of leaders in planning, implementation and evaluation of people's planning programme.
2. To study the role performance of leaders in planning, implementation and evaluation of people's planning programme.
3. To analyse the leadership process in people's planning programme through SWOT analysis.
4. To suggest suitable measures to revitalize people's planning programme.

### **Scope of the study**

This study is an attempt to analyse the role perception and role performance of the various categories of leaders in people's planning programme and also the strengths, weaknesses, opportunities and threats experienced by them. It is believed that the results of the present study and suggested solutions, would definitely help the policy makers and planners for restructuring the system to make it really useful and effective in Kerala and for other states too.

Further, it is also believed that this study would help the leaders to understand the gap between the role perception and actual roles played by them and definitely be helpful to the present and future leaders for improving their role perception and role performance. The findings of the study are expected to minimise the weaknesses and threats that block the activities of the leaders and also to consolidate the strengths and opportunities that provide better situations for the growth and development of leaders.

### **Limitations of the study**

The study was conducted in a systematic way following the procedure and approaches of social science research. However, since the project is undertaken as a part of post-graduate programme which was a single student investigation, limitations of time, finance, mobility and other resources were experienced. The study was restricted to only four panchayats of Thrissur district and as such it may not be possible to generalise the findings of the study for the entire state. For a single study to explore this area to a greater depth and in a comprehensive manner is far from an easy accomplishment. These limitations have been taken into consideration in deciding the variables and size of the sample. It is also admitted that since the investigation was based on the perceptions of the respondents in the people's planning programme, there could be personal bias and prejudice, which might have affected the results. In spite of these limitations, every effort was made by the researcher, to carry out the study in a systematic and objective way as possible.

### **Organisation of the study**

The thesis is presented in six chapters.

The first chapter, as already seen, deals with introduction highlighting the need, objectives, scope and limitations of the study.



The second chapter presents the theoretical orientation covering the review of related studies in the field and a conceptual frame work of the study.

The third chapter covers the methodology adopted in the study including the study area, selection of respondents, empirical measurement of selected variables, tools for data collection and statistical methods used.

The fourth chapter deals with the results of the study.

The fifth chapter brings out the discussion on the findings of the study.

The final chapter gives the summary and conclusion of the study. This is followed by references, appendices and the abstract of the thesis.

# ***THEORETICAL ORIENTATION***

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## **CHAPTER - II**

### **THEORETICAL ORIENTATION**

Theoretical background in the subject for investigation is inevitable for a researcher to streamline and systematize the research methodology. Theoretical orientation also helps to provide better understanding of the past and present studies pertaining to the researcher's field of investigation. Though studies on people's planning programme are limited, when compared to other fields, maximum efforts were put forth to collect relevant literature on people's planning programme. However, the review of the available studies, related directly or indirectly to the present research work are presented under the following sub-heads.

- 2.1 Concept of decentralisation
- 2.2 Concept of role perception and role performance
- 2.3 Relation between role perception and role performance
- 2.4 Concept of leadership
- 2.5 SWOT analysis
- 2.6 Conceptual model for the study

#### **2.1 The concept of decentralisation**

The concept of "*power to the people through planning*" is a novel idea of the decentralised people's planning programme, formally accepted by the legislature, and implemented by the Government of Kerala, five years ago. The decentralisation process expanded the ways by which the new panchayat raj system can be made effective to the maximum extent possible.

According to State Planning Board, Kerala (1998) an important feature of the decentralised planning in Kerala is that it is a people's movement; a movement by the people to establish their rightful role in decision making by empowering themselves and the local self-governments as opposed to the usual

apologetic propaganda to manufacture popular consent for what the state does from above. The campaign in Kerala is unmistakably an attempt to ensuring genuine participatory planning from below, wherein people's involvement is sought to be maximised first in plan formulation and thereafter in implementation."

According to Mathew (1999), the World Bank mission which visited the state recently, writes: "Kerala's decentralisation programme is probably the largest of its kind in the world. Three million people (ten per cent of the state's population) take part in meetings. This is a far-reaching, innovative and courageous new approach to rural development and local governance. It reflects a profound commitment to a total change in which governments govern to empower disadvantaged groups to voice their demands, and make institutions responsible and accountable to them".

The scholars of different disciplines have defined 'decentralisation' differently.

According to Griffin (1981), from a political view, decentralisation is the transfer of power from the groups who dominate the centre to those who have control at the local level.

Roandinelli (1981) defined decentralisation as the '*transfer of authority to plan*', make decisions and manage public functions from a higher level of government, any individual organisation or agency at a lower level.

Agnihotri *et al.* (1993) defined decentralisation as an effective strategy directed towards, inter alia, the promotion of enhanced people's participation in the initiation, planning and implementation of development programmes, equity in resource allocation and greater accountability of bureaucracy and public administrators to elected bodies.

According to Sundaram (1994), decentralisation implies the effective decentralisation of all those sectoral activities which can be transferred and may find spatial incidence to the local and regional levels.

From a political view, Issac (1999) described decentralisation as a process of extending and deepening the system of political democracy.

From the above definitions, it could be concluded that planning process should not be centralised but must start with maximum involvement of the people, so that the development plan can be formulated on the basis of the felt-needs of the grassroot level people, availability of the resources in that locality etc. Mahatma Gandhi opined that village panchayat should be treated as primary grassroots level democratic unit, playing the central role in encouraging and supporting constructive and creative activities among the people. He said, '*greater the power of the panchayat*', the better for the people, as true democracy '*has to be worked from below by the people of every village*'.

A number of studies have shown the importance of planning for rural development.

Sawant and Bhoite (1985) made a case study of a village in Maharashtra, which is an ideal example of integrated rural development. The village institutions are managed by the villagers themselves. The active participation of the villagers and youngsters in the village development work has developed a sense of confidence, responsibility in the villages and among the village youths for better work. They concluded that the practice of involving the villagers and village youths right from planning, decision making, implementing development process was a secret of this village development.

Chambers (1987) stressed that the main objective of participatory or learning process planning is, firstly, to obtain a real knowledge of the local social structure and to explore the needs and problems from the perspective of the

intended beneficiaries. Secondly, to work out methods and approaches identified jointly by the development agency and the local project participants. This process allows a high degree of understanding of project objectives and commitment to the activities on the part of the intended beneficiaries.

Thapliyal (1990) stated that decentralised planning is a system, through which planning process is brought close to the people who are the ultimate target of development. According to him, the micro level planning begins with the analysis of the needs of the people as well as small areas (local level) and demand for future and provides a framework which rationalises and integrates them with the state and national goals.

Perumal (1992) gave an account of micro level planning in agriculture, under the sponsored action research programme of Indian Council of Agriculture Research (ICAR). Here an alternative model to the T and V system was implemented in Pollachi sub-division of Coimbatore district by the Tamil Nadu Agricultural University (TNAU). Under this project "Block planning meetings" were organised in which an effort was made to pool the experiences of farmers and Extension Worker of the block concerned, along with the expertise of the TNAU scientists mainly to assess the potentiality for introducing not only crop-based technologies but also allied experiences such as dairy, poultry, rearing of goat, sheep, rabbit and silkworm, mushroom cultivation and agro-forestry with the major objective of utilising all the resources available at the block level. In addition, the location specific needs and constraints of the farmers were readily made known to the scientists as well as Extension Workers.

Westphal *et al.* (1993) have described that planning methods are used to plan and monitor (checking how things are going) activities and to decide who is going to do what?. The procedures follow more or less the steps:

- |                  |  |
|------------------|--|
| Define a purpose | : Why are we starting/doing the activity?  |
| Define an output | : What do we want to do in a certain time? |

Fix an operational plan : Who is going to do what, when and where?

Monitoring : Are we following the plan?

The planning chart of income generation activities as quoted by Westphal *et al.* (1994) included the following elements; (1) purpose, (2) outputs, (3) problem brainstorming, (4) ranking, (5) solutions, (6) necessary steps/activities, (7) responsibilities, (8) dates and (9) control.

The Rural Development Commission, U.K. (1995) with its role of advising on rural planning matters in England, takes the view that sustainable development demands a shift in thinking about the way in which rural development is planned, but it does not mean putting a hold on economic activities in rural areas. A planning system which is sympathetic to the needs of people is essential, if the goals of ensuring that the country side is a place which provides for the varied needs of people in a wide range of circumstances, offers a range of job opportunities and ensures that residents are not unduly disadvantaged as a result of living in rural areas. The commission sees the following six broad headings as the priorities for rural planning: (1) Planning strategically to meet the needs of rural people, (2) Planning for a diversified rural economy, (3) Planning for balanced rural economics, (4) Planning and community development, (5) Planning in designated areas and (6) Planning for better design in rural areas.

Jain (1996) concluded that increasing number and declining average size of operational holdings make it imperative to increase the cropping intensity of small farms through micro planning. Involvement of people at the grassroot level offers an effective means through which economic development can meet the aspirations of the people. Planning and implementation have to be decentralised and institutional platforms made available in all the villages, particularly embracing the millions of operational holdings. The location - specific planning and implementation require a great deal of local data which is often available in

published literature. Therefore, participation of local population in the preparation and implementation of location-specific plans is indispensable.

According to Ray (1996), planning is a process which involves studying the past and present in order to forecast the future and in the light of that forecast determining the goals to be achieved and what must be done to reach them. Programme planning is a decision making process involving critical analysis of existing situation and the problems, evaluation of the various alternatives to solve these problems and the selection of the relevant areas, giving necessary priorities based upon local needs and resources by the cooperative efforts of the people both official and non-official, with a view to facilitate the individual and community growth and development.

According to Mishra (1997), a system of decentralised planning must be necessarily participatory in nature, as it has to consider the felt needs and aspirations of the local people and with people's participation make an attempt to solve local problems such as poverty, unemployment and under utilization of locally available resources. Further, participatory planning ensures less leakage of resources and more transparency in the plan programme of the local areas.

For a long time policy makers and planners have made an attempt to reverse the top down approach adopted in development programmes. The above literature on rural development planning suggest that participatory planning is superior to top down planning in collecting reliable data, involving the beneficiaries, assessing needs and developing a plan of action. It could also be inferred that real development plan should be based on people's needs and study the past and present in order to forecast the future. One can understand that development planning is not economic planning alone but it should address the social issues too.



## 2.2 Concept of role perception and role performance

### Role

The term “role” indicates that an individual’s behaviour under certain circumstances is regular and predictable. According to Schneider (1976), role may be defined as *behavioural regularities* associated with particular positions. A position can be many kinds such as a doctor, a teacher, a parent, as defined by society. To the extent that everyone or nearly everyone who occupies one of these positions behaves in many similar ways, that person occupies a role, because they are subjected to similar social norms. Hence the roles are created by constellations of norms associated with positions.

Shaw (1977) stated that relationship between persons are systematically arranged with respect to one another and most groups. This systematic arrangement provides specific positions for the members within the group. Each position in the group structure has an associated role which consists of the behaviour expected of the occupant of that position. These roles have been classified as “perceived role” and “enacted role” by several social scientists.

Role has been defined by many researchers differently.

Sobhana (1982) in her study on Junior Agricultural Officers in implementing agricultural development programmes in Kerala, defined role as a set of activities corresponding to a system of rights and duties associated with the position of Junior Agricultural Officers carried out by them in the Department of Agriculture, Kerala.

Luthans (1981) defined role as a position that has expectations evolving from established norms.

Seema (1986) in her study on the role of farm women in the decision making process of a farming community, operationally defined, role as a set of

behaviour pattern consisting of duties and privileges associated with the position of women as house wives in making decisions related to their socioeconomic life.

Ashaletha (1993) while studying the role of Agricultural Assistants in agricultural development, operationalised role as the activities related to a system of rights and duties associated with a position in the field of agricultural development.

Alex (1994) in his study about the role of agricultural labourers in decision making in paddy production by farmers operationally defined role as a set of behaviour pattern consisting of duties and privileges associated with the agricultural labourer employed by the farmer in making decisions with the farmers in paddy production process.

For the success of any programme, it is highly important that those who plan and execute it should have clear understanding of the functioning of the system in its totality. Hence, the accurate perception of the facts and thorough knowledge of the situation are essential for any leader to perform his roles.

### **Role perception**

The "*perceived role*" is a set of behaviour that the occupant of the position believes he should enact. This may or may not correspond to the expected role, since the latter depends upon the perceptions of others. The enacted role is the set of behaviours an occupant actually carries out. When the enacted role departs too much from the expected and/or the perceived role, the role itself will change or the occupant will be evicted from this position. The importance of perception in explaining human behaviour could aptly be summarised by an early sociological dictum, 'If man perceives a situation as real, they are real in their consequences' (Thomas and Znaniecki, 1927).

According to Steers and Porter (1979), many characteristics of job situation can affect a person's perception of responsibility, freedom in decision making, the manner by which the job is supervised etc.

In a study on the role of leadership in agricultural development in rural areas in Kerala, Manoharan (1979) defined role perception as the personal value towards leader's own activities regarding agricultural development.

Sobhana (1982) defined role perception as the respondent's indication of what he feels important to do with reference to any statement presented to him, with reference to his role in the organisation.

Ashaletha (1993) operationalised role perception as the perceived degree of importance attached to the role items to be performed by the respondents.

In the present study, role perception was defined as the thinking and feeling function of leaders in decision making towards planning, implementation and evaluation of the various programmes.

Several studies have been conducted on role perception in different job situations, some of which are relevant in the context and are mentioned here.

Manoharan (1979) studied the role of leadership in agricultural development in rural areas in Kerala and reported that agricultural leaders had high perception of their roles in agricultural development than other categories of leaders.

Reddy (1982) reported in his study on job perception, job performance and job satisfaction of Agricultural Assistants in Agricultural Extension Projects in Karnataka that 63.07 per cent of them were in high job perception category compared to 36.93 per cent in low category.

Somasundaram (1983) studied the role perception of Agricultural Officers and found that no significant variation existed among the Agricultural Officers on their perception of various roles, between the past and present Agricultural Extension system, but perception was found to be better in T and V system.

Puttuswamy (1986) in his study on analysis of the job of Training and Visit system in Karnataka reported that only 49 per cent of Agricultural Assistants were in high job perception category.

Joshi *et al.* (1987) in their study on role perception of teachers of the M.S. University of Baroda reported that most of them (85%) were in high perception category.

Siddaramaiah and Gowda (1987) reported that in the case of Extension Guides in the University of Extension system of Karnataka, the mean job perception scores were highest in the area of planning of extension programmes.

Sudha (1987) in her study on perception about Lab to Land programme in Kerala, reported that about 55 per cent of the non tribals and 75 per cent of the tribals belonged to the high perception group.

Gowda (1989) reported that majority (54.87%) of the Assistant Horticulture Officers (AHOs) belonged to high job perception category.

Nataraj (1989) reported that 65 per cent of the Assistant Directors of Agriculture working under National Agriculture Extension Project (NAEP) in Karnataka were in medium in job perception category.

Ashaletha (1993) reported in her study on role of Agricultural Assistants in agricultural development in Thiruvananthapuram district that the performance of Agricultural Assistants was generally good.

Sunilkumar (1993) reported that majority of the Agricultural Officers and 50 per cent of the Principal Agricultural Officers had low level of perception about their roles where as majority of Junior Soil Conservation Officers had high role perception with respect to soil and water conservation.

Mishra and Talukdar (1998) in their study on role perception and role performance of teachers, showed that majority of the respondents had moderate perception of roles (65.86%).

Padmavathi *et al.* (1998) in their study on role of Mitra Kisans in National Watershed Development Project for Rainfed Areas (NWDPR) found that majority of Mitra Kisans were in medium category of role perception.

The references cited above throw light on the roles perceived by different workers in the extension field with much variation. From the above studies it could be understood that majority of the programme participants had medium level of role perception. The role performance of the individuals are always affected by their role perception. Hence the proper perception of roles is a must for their effective performance.

### **Role performance**

According to Davis (1949), role performance is how an individual actually performed a task in a given situation as distinct from how he was supposed to perform. An individual's likes and dislikes, job knowledge, skill and the way he perceives his role are the important determinants of job performance in addition to the amount of effort exerted by him.

Luthans (1981) pointed out that if the organisation is realistic and flexible and gives the individual an opportunity to get involved, the individual will be motivated to use more of his potential in accomplishing organisational goals. While doing so, his own performance may improve. The design of a job creates

behaviour patterns necessary to fulfil the requirement of job. If these are compatible with one's natural behaviour inclinations, there will be good performance.

Mishra and Talukdar (1998), operationally defined role performance as the actual behaviour of the individuals in accomplishing the prescribed roles.

In this present study role performance was defined as the manner in which the leaders carry out and actually perform their roles.

A number of studies have been carried out on the role performance of individuals, and some of them relevant to this study are presented.

Veerabhadraiah (1980) while studying time management, job involvement and job performance of Extension Supervisors, observed that Deputy Directors of Agriculture performed the functions involving more of technical skill compared to Assistant Directors of Agriculture with functions involving more of human relations skill and conceptual skill.

Sobhana (1982) reported that supplies and services, administrative and organisational roles were performed better than planning, education and supervisory roles by Junior Agricultural Officers in Kerala.

Islam *et al.* (1987) in their study on the factors of performance of Barangay Council Officials in Philippines, attributed the low performance to investing most of their time in major and minor occupations, consequently getting less time for Barangay Council affairs and lack of leadership experiences of community problems.

Gowda (1989) reported that majority (52.22%) of the Assistant Horticulture Officers in Karnataka belonged to high job performance category.

While studying role performance of opinion leaders in agricultural development in Maharashtra, Kube *et al.* (1989) observed that they performed roles like communicator, guide and evaluator in toto. Similarly, roles such as innovator, facilitator, symbol compromiser and executives were also performed by most of them. The role of opinion making, encouraging, harmonising and planning were not much recognised.

Nataraj (1989) reported the 70 per cent of the Assistant Directors of Agriculture under National Agriculture Extension Project (NAEP) in Karnataka were in the medium job performance category.

Murthy and Somasundaram (1990) revealed that those who perform good in one individual role would show good performance in any of the other individual roles. About 42 per cent of Village Extension Officers were found to be in high performance category.

Sunilkumar (1993) remarked that more than half of Agriculture Officers, 50 per cent of Principal Agriculture Officers and two third of Junior Soil Conservation Officers and District Conservation Officers had high role performance with respect to soil and water conservation.

Rahad *et al.* (1996) in their study on job performance of Village Extension Workers in Training and Visit system revealed that while none of the respondents performed poorly, relatively higher proportion of respondents were found to be good and excellent performers (40.42 and 48.33 per cent respectively).

Halakatti *et al.* (1997) indicated that more than 85 per cent of the Agricultural Assistants were either in medium or low job performance categories.

According to Mishra and Talukdar (1998), the overall distribution of respondents according to the level of their role performance of teaching role shows that majority of the respondents had moderate role performance (75.62%).

Padmavathi *et al.* (1998) in their study on role of Mitra Kisan in National Watershed Development Project for Rainfed Areas (NWDPRRA) indicated that majority of Mitra Kisans had medium role performance.

Prabhakar *et al.* (1998) indicated that the majority (nearly 60%) of Horticultural Assistants were in low performance category, while only about 40 per cent of them were in high performance category as rated by themselves and their superior officers.

Trade *et al.* (1998) in their study on role performance of local leaders in agricultural development, denoted that 22 per cent of the local leaders had shown poor performance and 54 per cent had shown fair and good performance in agricultural development.

Most of the reviews mentioned point to the fact that the performance of majority of extension personnel did not rise to the standard expected of them. Hence an attempt was made here to study the role performance of leaders in people's planning programme as a dependent variable.

### **2.3 Relation between role perception and role performance**

The relationship between role perception and role performance is explained. It is believed that perception is influenced by the external and internal factors and combination of these two factors determines the actual behaviour.

Several researchers have tried to bring out the relationship between role perception and role performance.

Reddy (1982) as well as Sobhana (1982) found positive and significant relationship between role perception and role performance.



Gowda (1985) reported positive relationship between role perception and role performance in the case of job perception and job performance of Extension guides.

Rao (1985) did not observe any significant relationship between perception of work load and job performance of Assistant Agricultural Officers.

Seema (1986) found positive relationship between role perception and joint role performance.

Kalavathi (1989) reported significant association between role perception and role performance of Agricultural graduates employed by different agencies in Kerala.

Jayaramaiah and Rayappareddy (1990) reported positive relationship between role perception and role performance of Village Extension Officers.

Kanwar and Williams (1990) observed wide discrepancy between perceived importance of tasks and performance of field level Agricultural Extension workers in Nepal.

Murthy and Somasundaram (1990) identified role perception as one of the predictors of role performance of Village Extension Officers.

Studying the role of Mitra Kisans in National Watershed Development Project for Rainfed Areas (NWDPR), Padmavathi *et al.* (1998) reported positive and significant difference between their role perception and role performance.

Prabhakar *et al.* (1998) indicated vast difference in the role performance and role perception of Horticultural Assistants of the Department of Horticulture, Karnataka in specific areas of extension education, supply and services, supervision and guidance, planning, evaluation etc.

Majority of the literature point out positive relationship between role perception and role performance under different situations. Hence, it was decided to find out the relationship of these two variables in case of leaders of people's planning programme also.

#### **2.4 Concept of Leadership**

*“One of the tests of leadership is the ability to recognise a problem before it becomes an emergency”.*

- Arnold Glasow

According to Jago (1982), leadership is both a process and a property. As a process, “leadership is the use of non-coercive influence to direct and coordinate the activities of the members of an organized group towards accomplishment of some objectives”. As a property, “leadership is ascribed to an individual by members of the group when they perceive the individual to possess certain attributes (characteristics, knowledge and skills).

James and Femiwole (1985) defined leadership as an attempt to influence an individual or a group. It is an influence process which could only be done through power. Leaders who understand and know how to use power are more effective than those who do not or will not use power efficiently. It is important to understand that to successfully influence the behaviour of others, the leader should understand the impact of power in different situations and with different individuals. The use of power is an important component of successful leadership. Effective leadership occurs when talent and commitment is brought in line with effective use of authority. Individuals who show promise of this quality should be allowed opportunity to lead.

Bellon (1988) described leadership as the process of helping others achieve individual and organizational goals.

According to Gillbert *et al.* (1988), leadership is the process of directing, and influencing the task related activities of group members. First, leadership involves *other people* - employees or followers. By their willingness to accept directions from the leader, group members help define the leader's status and make leadership process possible. Without people to lead, all the leadership qualities of a manager would be irrelevant. Second, leadership involves an unequal distribution of *power* between leaders and group members. Group members are not powerless; they can and do shape group activities in a number of ways. Still, the leader will usually have more power. Thus, a third aspect of leadership is the ability to use the different forms of power to *influence* follower's behaviour in a number of ways. The fourth aspect combines the first three and acknowledges that leadership is about values.

Manchester (1988) described leadership as; the relation between an individual and a group built around some common interest in a manner directed or determined by him. Firstly, the leadership quality depends on a group following an individual by free choice and not by force or fear. Secondly, not with respect to blind drives, but an positive, logical and more or less on rational grounds.

According to Mundt (1989), leadership is a state of mind. It is self-confidence. It is also knowing one's strengths and weaknesses and being able to build on the one and improve on the other.

Nazer (1999) defined leadership as the relationship in which one person or leader influences others to work together willingly on related tasks to attain that when the leader desires. According to him leadership is that outstanding aspect of management with manifestation, creativeness, initiative, courage, willpower, judgement, flexibility, knowledge, integrity, enthusiasm, sense of purpose and direction, friendliness and affection, decisiveness, intelligence, faith, vitality and endurance, persuasiveness, stability in behaviour, self-confidence, self-sacrifice, paternalism, fairness, dignity, co-operation and willingness to work.

For the present study leadership was defined as the role and status of one or more leaders in the structure and functioning of group organizations which enable these groups to meet a need or purpose that can be achieved only through the co-operation of the members of the group.

The objective of people's planning programme is to develop people's participation. This can only be made possible through the village level leaders, those who can develop effective working relationship with the rural people. So in the present study an attempt is made to identify the strengths, weaknesses, opportunities and threats that affect directly or indirectly the effective functioning of the leaders in the people's planning programme through SWOT analysis.

## 2.5 SWOT analysis

SWOT as an acronym stands for strength, weakness, opportunity and threat. These four attributes are also called SWOT parameters.

According to Ghoshory (1983), SWOT analysis is a successful tool for planning and deciding strategies for any of the activities of a group or community, be it deposit mobilization, profit planning or manpower planning.

Rabin *et al.* (1989) defined leadership as one of the effective tools of strategic management which may help policy makers and managers in shaping the strategic directions of a specific agency operating within a given context or situation.

According to Venkateswaran and Katta (1996), *strength* is the basic asset of the organisation that would provide competitive advantage for its growth and development. *Weakness* is the liability of an organisation that can create a state of time and situation specific disadvantage for its growth and development. *Opportunity* is the ability of the organisation to grow and achieve its specific

objectives in a given situation. *Threat* is a situation that blocks the abilities of the organisation to grow and develop for meeting ultimate goal.

The literature on SWOT analysis indicates its use in industrial management in European and other advanced countries since the year 1910. Later, its use became common in organizations in developing countries also. However, its use was essentially restricted to industrial organizations for a long time.

In the process of using technology, for developing a product based on objectives of the system and organisation, Thomson (1967), Andrews (1980), Cristensen *et al.* (1983), Walter and Choate (1984), Bryson and Roering (1987), Pflaum and Delmount (1987), applied it as a tool essentially in strategic management for state government. Espy (1986) applied SWOT analysis on competition, development of the marketing plan and also in building evaluation mechanisms. Stewart (1986) effectively used this tool on business environment and resources. Hatten and Hatten (1987) employed SWOT analysis for strategic evaluation of the organisation, Indiresan (1990) used SWOT analysis for economic development. Kothai (1993) employed SWOT analysis on three development projects viz, Farm Clinic (FC), Sri Ksheta Dhamastala Rural Employment Project (SKDREF) and Integrated Rural Development Programme (IRDP) and indicated its importance for consolidation of strengths for harnessing the available potentials further. Leonard *et al.* (1993) introduced SWOT concept on performance audit and contingent planning involving the development of specific action when lower-probability events occurred. Cook (1994) applied SWOT analysis for strategic planning. He also developed simple worksheets systematically to arrive at the pros and cons and enable taking appropriate decision for any type of organisation to overcome hardles.

## **2.6 Conceptual model for the study**

Based on the review of literature, a conceptual model was developed, showing the expected relationship among all the elements considered for the study,

which is presented as Fig.1. The main objectives of conceptual frame work is to explain the theoretical construct and the frame work developed for the study. The conceptual frame work of this study assumes that role perception and role performance of leaders of people's planning programmes would be affected by their strengths, weaknesses, opportunities and threats experienced in the planning, implementation and evaluation stages of the programmes.

The model explains that the role perception and performance of leaders (both officials and non-official leaders) are mutually influencing each other during all the stages of planning, implementation and evaluation stages of the people's planning programme. The leader's role perceptions and role performance would be affected by strength, weekness, opportunity and threat elements in all stages.

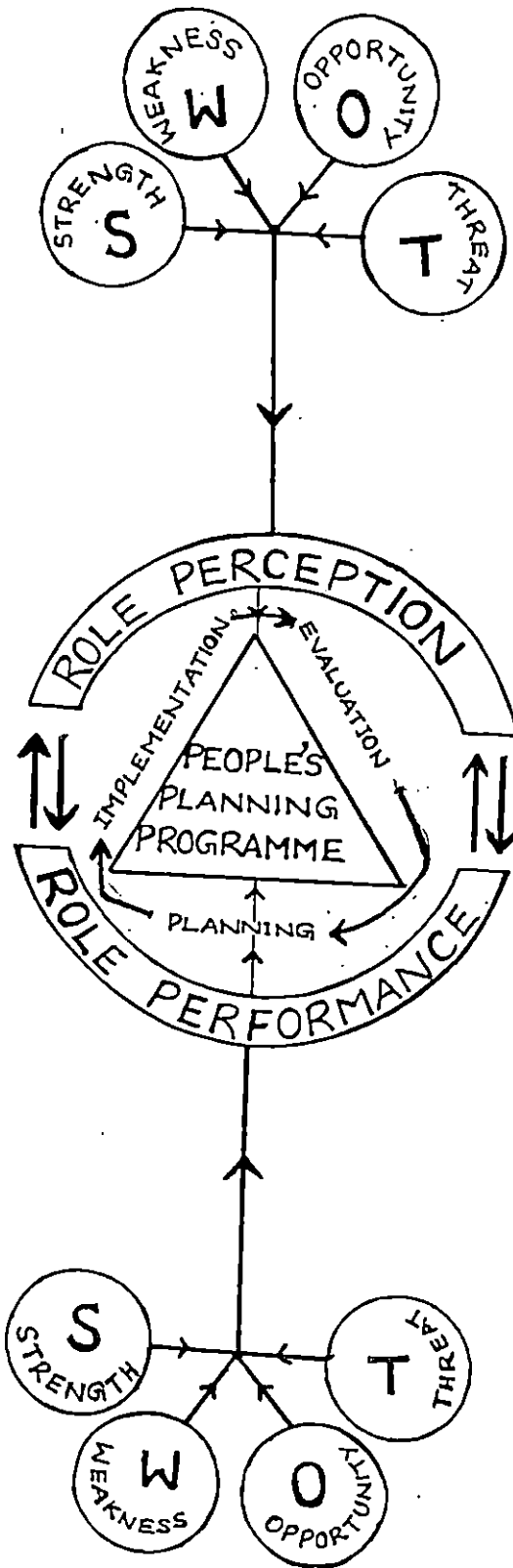


Fig. 1 Conceptual model for the study

# ***METHODOLOGY***

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## **CHAPTER - III**

### **METHODOLOGY**

This chapter deals with the brief description of the methods and procedures followed in conducting this research study, which are presented under the following sub-heads.

- 3.1 Research design
- 3.2 Location of the study
- 3.3 Selection of respondents
- 3.4 Variables selected for the study and their measurements
- 3.5 Strengths, weaknesses, opportunities and threats experienced by the leaders in the people's planning programme
- 3.6 Suggestions to revitalize people's planning programme
- 3.7 Methods used for data collection
- 3.8 Statistical tests used for the study

#### **3.1 Research design**

The research design adopted for the study was ex post facto in nature.

According to Kerlinger (1973), ex post facto research is "systematic empirical inquiry in which the scientist does not have direct control of independent variables because their manifestations have already occurred or because they are inherently not manipulatable".

Using ex post facto research design the present study was conducted in Thrissur district of Kerala state which was purposively selected. Employing random sampling procedure, a sample of 125 leaders comprising 100 non-officials and 25 officials at different levels under people's planning programme in four panchayats of Thrissur district were selected. The required data were collected by administering structured and pre-tested interview schedule which was pre-tested by

conducting a pilot study in a non sample area, which closely resembled the areas selected for the main study. The data were tabulated and analysed by using percentage analysis, simple correlation analysis and Mann-Whitney 'U' test.

The flow chart showing the research methodology is presented in Fig.2.

## **3.2 Location of the study**

### **3.2.1 Selection of district**

Thrissur district was purposively selected for this study from among the 14 districts in Kerala, since this district showed considerable progress in rural development through the people's planning programme. The locational convenience of the researcher was also an important factor.

Thrissur district is located in the central region of Kerala and is rich in historical and cultural traditions. It is bounded on the north by Malappuram and Palakkad districts, on the east by the parts of Palakkad district and Coimbatore district of Tamil Nadu, on the south by Idukki and Ernakulam districts and on the west by the Arabian sea. Thrissur district is divided into 17 blocks spread over 98 panchayats.

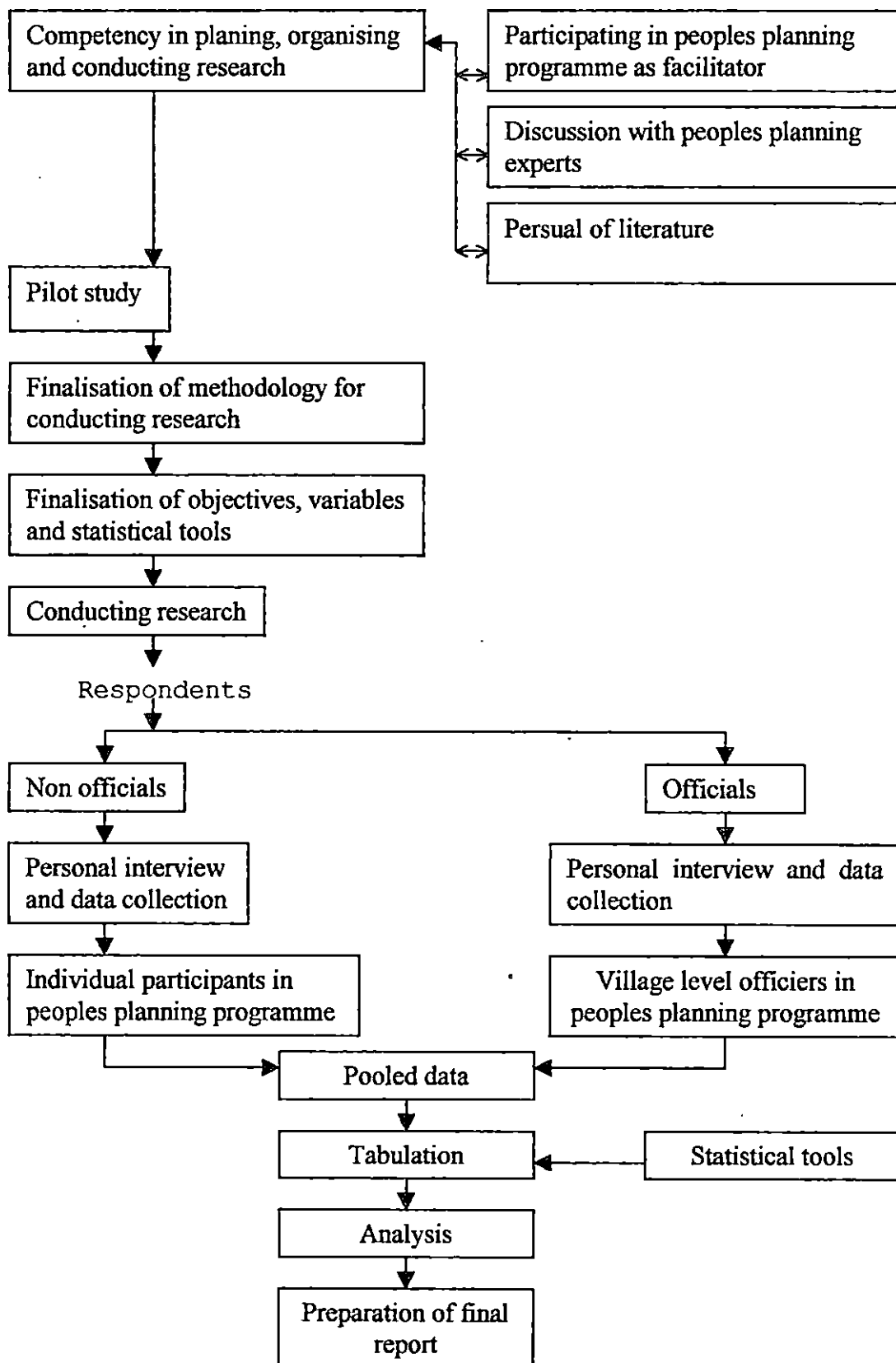
### **3.2.2 Selection of blocks**

**Ollukkara** and **Kodakara** blocks of the district were randomly selected for undertaking the study. *Ollukkara block* consists of seven panchayats, viz. Ollukkara, Pananchery, Kolazhy, Madakkathara, Nadathara, Vilvattam and Puthur. *Kodakara block* also consists of seven panchayats namely: Alagappanagar, Kodakara, Mattathur, Nenmanikkara, Pudukkad, Trikkur and Varantharappilly.

### **3.2.3 Selection of panchayats**

Two panchayats from each of selected blocks were again randomly selected. The selected panchayats were *Madakkathara* and *Vilvattom* from

Fig. 2. Flow chart showing Research Methodology



Ollukkara block, and *Alagappanagar* and *Pudukkad* from Kodakara block. The map showing the location of the study is given in Fig.3.

The main purpose of the study was to analyse the role perception and role performance of the non-official leaders in people's planning programme. In addition, role perception and role performance of officials is also included for the present study. The selection of respondents was done as given below.

### **3.3 Selection of respondents**

#### **3.3.1 Selection of non-official leaders**

Non-official leaders includes all the members of different committees either elected or nominated, other than ex-officio members involved in the people's planning programme. This category of leaders consist of Panchayat President, Vice-President, Ward members of panchayats (members who are directly elected by the people), neighbourhood members, task force members, resource persons (Resource persons are volunteers who are not official part of the programme, but have realised certain roles to be played by them in connection with the programme), Voluntary Technical Corps (Voluntary Technical Corps are retired technical experts and professionals, exhorted to volunteer the process of appraisal of projects/plans. A professional degree or post graduation or an officer level experience in a development sector is specified as the minimum qualification for membership in the VTC), members from standing committees (Standing Committees: They are a group of selected members entrusted with the task of fixing taxes, checking accounts, planning all kinds of operations. President and Vice President are ex-members of the standing committee. Chairman of standing committee will be elected from among its members who are not the office bearers of the panchayat but who exert influence in the panchayat decision-making). A list of the names and addresses of all the non-official leaders were collected from the respective panchayat offices. From this list, 25 non-official leaders were selected randomly from each panchayat. Thus a total of 100 (25x4) non-official leaders

# THRISSUR DISTRICT MAP

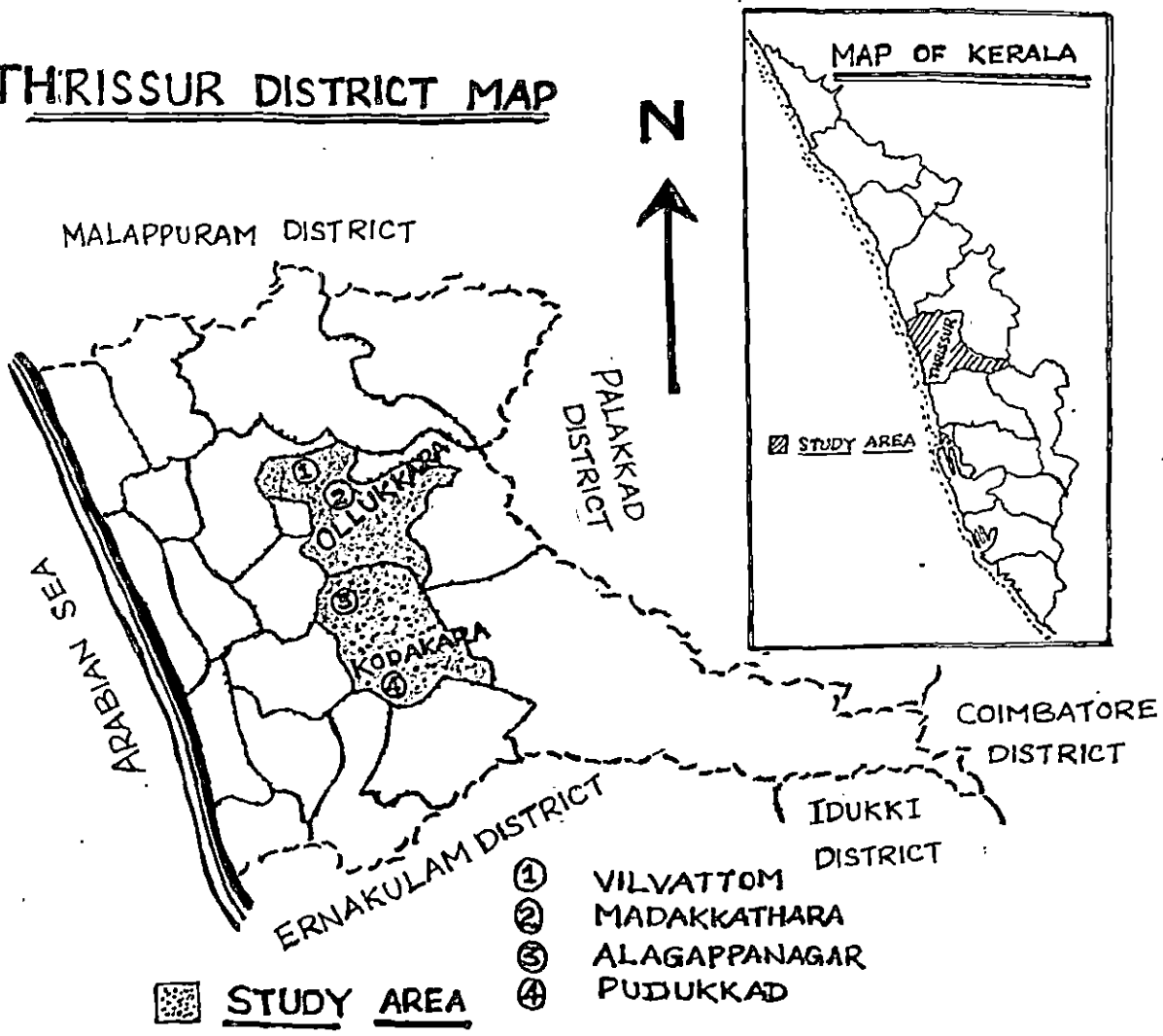


Fig - 3 The map showing the location of the study.

were selected from the four panchayats and special care was taken to include respondents including women and weaker sections.

### 3.3.2 Selection of official leaders

The official leaders consisted of government officials employed in the panchayats like; Secretaries of panchayats, Block Development Officers (BDOs), Officials of Agriculture, Animal Husbandry, Industry, Tribal Welfare and Women and Child Development.

A list of official members involved in the people's planning programme in the selected four panchayats was prepared. From the prepared list, 25 officials were selected at random as the respondents for the study.

## 3.4 Variables selected for the study and their measurements

### 3.4.1 Identification of role items

The nature of work was identified and analysed through a pilot study. A comprehensive list of roles were identified by interviewing the respondents, and this was supplemented by thorough discussion with the leaders in the people's planning programme, and also with the experts in the Department of Agricultural Extension, College of Horticulture, Vellanikkara. In addition, a detailed review of available literature was also done on this aspect. Based on this, 62 role items were identified as the roles to be performed by the leaders working in people's planning programme. The items thus selected were classified under the following three areas of activities in consultation with experts.

a) Planning

b) Implementation and

c) Evaluation

The entire process of people's planning programme consist of three stages, viz. planning, implementation and evaluation. Among these three stages, planning is a complex exercise spread over six phases. The phases and their

respective objectives are furnished in Fig.4. They were (1) organisation of grama sabha, (2) development seminars, (3) formulation of task forces, (4) finalisation of annual plans for higher tiers and (5) appraisal of plans.

#### 3.4.2 Variables selected for the study

The dependent variables selected for the present study were,

- (a) Role perception of leaders in planning, implementation and evaluation of people's planning programme.
- (b) Role performance of leaders in planning, implementation and evaluation of people's planning programme.

The success of people's planning programme in Kerala depends to a large extent on the effectiveness with which the programmes are organised and managed. In order to accomplish the objectives, needless to say, that an efficient leadership would be necessary for the people to function cohesively and meaningfully. It is much obvious that unless the leaders perceive their roles properly and perform these roles satisfactorily, the very purpose of people's planning programme will not be achieved.

#### 3.4.3 Measurement of role perception

Role perception was operationally defined as the degree of thinking and feeling function of leaders towards their role in planning, implementation and evaluation stages of the people's planning programme.

Role perception is measured in different ways by the researchers.

Ashaletha (1993) used a five point continuum with categories ranging from 'least important' to 'most important' to find out the role perception of Agricultural Assistants.

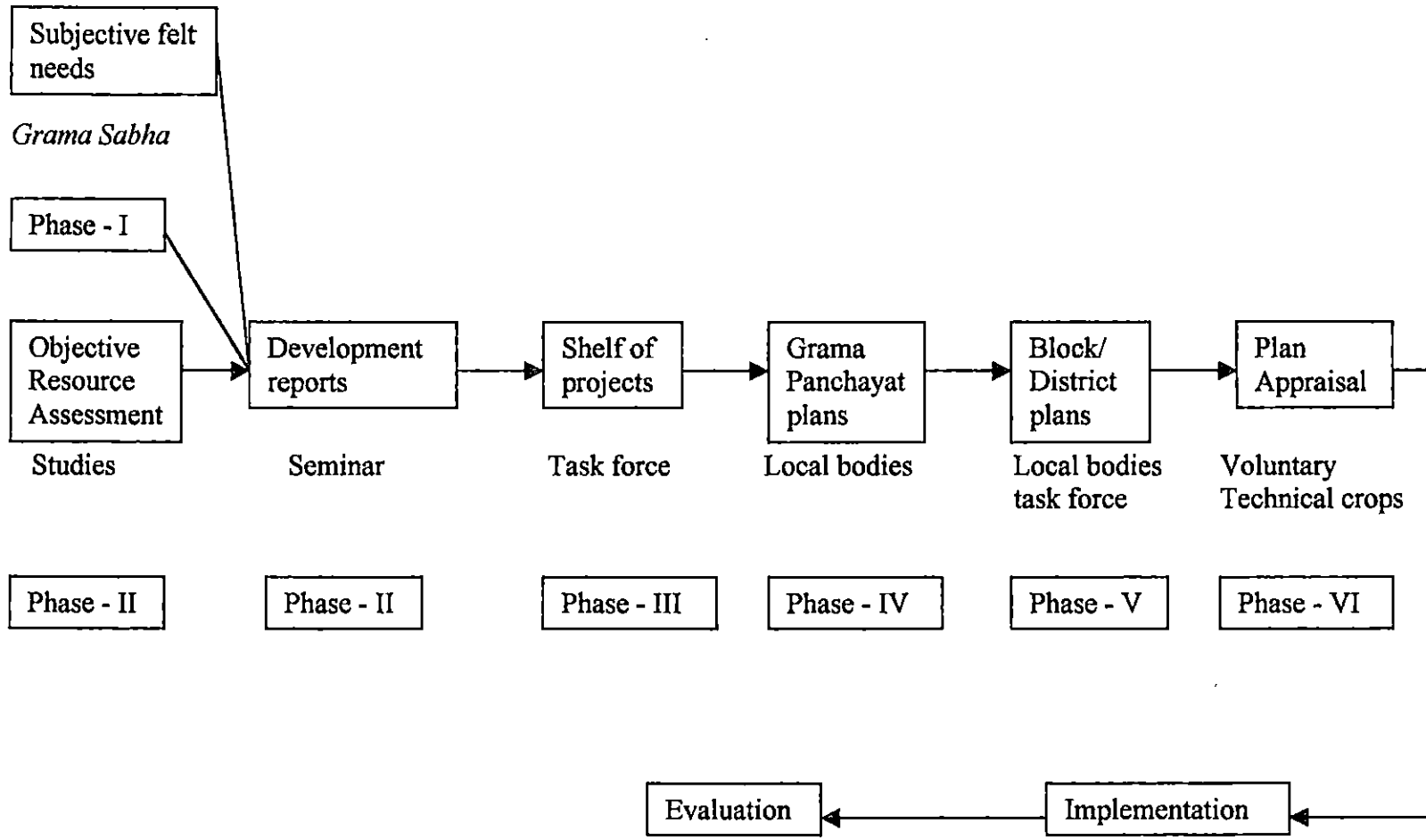


Fig.4. Phases and objectives of people's planning programme



Alex (1994) measured role perception of agricultural labourers in the decision-making process by collecting the responses on a three point continuum, given against a set of decision-making areas.

In the present study, the scale developed for measuring the role perception of leaders was presented to two groups of sample respondents viz. 100 non-officials and 25 officials. To rate the role perception of each item, a five point continuum was provided on the left hand side of the items, as given in the interview schedule (Appendix-I). The scoring procedure is shown below.

<u>Category</u>	<u>Score</u>
Very important	- 5
Important	- 4
Undecided	- 3
Less important	- 2
Not important	- 1

In the case of negative statements, scoring pattern was reversed.

A comprehensive list of 62 roles were included for both role perception and role performance. The respondents were asked to indicate whether they perceived the identified roles as the roles which they performed. The total role perception score for each respondent was obtained by summing up all the individual scores on the role items. The maximum and minimum possible scores for a respondent in role perception were 310 and 62 respectively. The individual scores were subjected to percentage analysis, and the respondents were categorised into three strata, based on the percentage of scores obtained. The stratification is as given below.

Based on these percentage values the respondents were categorised into three strata (1) Below 75 per cent, (2) Between 75-85 per cent and (3) above 85 per

cent, which referred to 'moderately high', 'high' and 'very high' role perception categories respectively.

<u>Strata</u>	<u>Percentage</u>	<u>Catagories</u>
I	< 75	Moderately high
II	between 75-85	High
III	> 85	Very high

The perception of the importance of the role was obtained by considering the ranks attached for each role. The total frequency obtained for each statement in each point in the continuum was multiplied by the corresponding weightage and added up to get a total weight. The statements were ranked in the descending order, on the basis of total scores obtained by them and the highest value was assigned to the first rank. For clarity and meaningful interpretation, the first five ranks or first five high score roles were selected for interpretation in the results chapter. The list of all 62 roles for which scores and ranking are presented in Appendix-II.

#### 3.4.4 Measurements of role performance

Role performance was operationalised as the action-function performed by the leaders.

Role performance is measured in different ways by the researchers.

Ashaletha (1993) developed a scale to quantify the role performance of Agricultural Assistants, in which each role item was rated on five point continuum with categories ranging from 'always' to 'never'.

Alex (1994) measured role performance of agricultural labourers in decision-making on a three point continuum namely, 'always', 'sometimes' and 'never'.

For the present study, the scale developed to measure the role performance of leaders consisted of the same statements included in the role perception scale. The scale was presented before the sample respondents. To rate the role performance of each of them, a five point continuum was provided on the right hand side of the items given in the interview schedule. The scoring procedure is shown below.

<u>Category</u>	<u>Score</u>
Always	- 5
Sometimes	- 4
Often	- 3
Rarely	- 2
Never	- 1

In the case of negative statements, scoring pattern was reversed.

In role performance, the respondents were asked to indicate their responses to the extent to which they performed these identified 62 roles. The role performance scores of an individual was obtained by adding the scores of the corresponding response for all listed roles. On the basis of this score the respondents were categorised into three strata (1) Below 75 per cent, (2) Between 75-85 per cent and (3) Above 85 per cent, which referred to 'moderately high', 'high' and 'very high' role performance categories respectively.

The performance of importance of the role was obtained by considering the rank allotted for each role. The total frequency obtained for a statement at each point in the continuum was multiplied by the corresponding weight and added up to get a total weight and these statements were ranked in descending order on the basis of total score obtained by them, and the highest value was assigned the first rank. The five highest scored/ranked statements were presented in the results chapter for each categories of non-officials and officials. The list of 62 roles with their respective score or rank were presented in Appendix-II.

### **3.5 Strengths, weaknesses, opportunities and threats experienced by the leaders in the people's planning programme**

In the light of a detailed review of the available literature and also based on the thorough discussion with the leaders and experts in the people's planning programme, some of the strengths, weaknesses, opportunities and threats pertaining to the leadership process were identified.

These four types of factors were pre-tested by conducting a pilot study in a non-sample area. After the suitable modifications, these factors were listed and included in the final interview schedule. For each factor, separate list was prepared.

The lists containing these factors were presented to the respondents. The response was scored on a two point continuum namely; 'agree' and 'disagree' with points two and one respectively. They were also requested to add any additional item which they felt necessary to be included and rate each of the additional item on a two point continuum as described above.

For each factor, the frequencies of various responses on the two point continuum were multiplied with the respective weights and added up to get a cumulative value for that particular factor. Based on this value the items were ranked in the descending order and the highest value was assigned to the first rank. Here also first five ranked statements were presented in results chapter under each elements for non-officials and officials. Other statements with score/rank were presented in Appendix-III.

### **3.6 Suggestions to revitalize people's planning programme**

In the light of the major threats identified, a thorough discussion was held with the experts in people's planning programme as well as the respondents of the study. Based on this discussion a few suggestions to revitalize the people's planning programme were identified. They were listed and included in the interview schedule.

The list containing these suggestions were presented to the respondents. The response was scored on a two point continuum namely 'agree' and 'disagree' with a score of two and one respectively. They were also requested to add more suggestions other than this and rate each of the suggestion on a two point continuum as described above. The suggestions were selected by fixing a criteria that 80 per cent respondents who expressed 'agree' for each statement were selected for the results. The remaining suggestions were presented in the Appendix-IV along with their total score and percentage.

### **3.7 Methods used for data collection**

All the three kinds of qualitative data collection methods viz. (1) indepth-open ended interviews, (2) direct observations and (3) open ended questionnaire's were used for this study.

For data collection documentary information were collected from the proceedings of the meetings, records of the panchayats and district panchayat office annual reports. Besides, newspaper reports and articles in the journals about various activities going on in the panchayats, books, census data, district gazettors were also referred to. But the nature of the study was planned in such a way that most of the responses could be collected through interview schedule and personal observation.

A structured interview schedule was prepared for collecting the data. The same interview schedule was used for both officials and non-officials. A draft schedule was prepared, which was pre-tested by conducting a pilot study in a non-sample area, which closely resembled the areas selected for the main study, and their responses were recorded. Suitable modifications were made, so as to remove ambiguity to keep the logical sequence and the frame of reference of the respondents. In the light of the pilot study, the schedule was finalized for collecting the data from the respondents.

The data collection was done during the months of June-August, 2000. All the respondents (both officials and non-officials) were directly interviewed by the researcher about their knowledge and perception of the people's planning programme, their involvement and role in the process, their view on the formulation and implementation of the various plans future scope for exercise and suggestions for improvement. The questions were put to them in a natural and conversational manner and the responses were recorded in the schedule itself.

### **3.8 Statistical tests used for the study**

The data collected from leaders of people's planning programme were tabulated and analysed using the following statistical methods.

#### **a) Percentage analysis**

Percentage score was calculated for making simple comparisons among the two categories of leaders by using the formula

$$\text{Percentage score} = \frac{\text{Score obtained}}{\text{Maximum possible score}} \times 100$$

#### **b) Simple correlation analysis**

To determine the magnitude of relationship between the dependent variables under study, the correlation coefficients were worked out for significance.

#### **c) Mann-Whitney 'U' test**

This was used to test whether there was significant difference between the perception and performance of non-official leaders and official leaders with respect to the role perception and role performance of leaders in people's planning programme. The difference between the two groups was tested.

The scores of both the groups were arranged in ascending order of their magnitudes and were ranked from the lowest value to the highest value irrespective of the group to which each score belonged.

Let 'U' be the number of times the score in one group precedes the score of the other group. 'U' could be obtained directly using the formula,

$$U = n_1n_2 + (n_2 + n_1 + 1)/2 - T_1$$

where,

$n_1$  = number of observations in group one

$n_2$  = number of observations in group two

$T_1$  = sum of the ranks in the group size  $n_1$

For large  $n_1$  and  $n_2$  the nominal test of significance is applied with the test criterion,

$$Z = \frac{U - (n_1n_2)/2}{\sqrt{n_1n_2 (n_1+n_2+1)/2}}$$

Statistical analyses were done using the computer facilities available in the College of Horticulture, Vellanikkara.

## **RESULTS**

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## **CHAPTER - IV**

### **RESULTS**

The results of the present study in accordance with the objectives are given in this chapter under the following heads.

- 4.1 Analysis of the role perception of non-official and official leaders in people's planning programme
- 4.2 Analysis of the role performance of non-official and official leaders in people's planning programme
- 4.3 Categorisation of non-official and official leaders based on their role perception and role performance in people's planning programme
- 4.4 Relationship between role perception and role performance of non-official and official leaders in people's planning programme
- 4.5 Comparison of non-official and official leaders in people's planning programme in terms of their role perception and role performance
- 4.6 SWOT analysis for role performance of non-official and official leaders in people's planning programme
- 4.7 Suggestions to revitalize people's planning programme

#### **4.1 Analysis of the role perception of non-official and official leaders in people's planning programme**

The roles under perception of non-official leaders regarding people's planning programme were categorised in relation to planning, implementation and evaluation stages. Accordingly, the 62 roles identified showed on the basis of their total scores and ranks, were classified under each stage viz., planning, implementation and evaluation. For convenience and clarity of interpretation, first five ranks with maximum scores are included in each stage and the results are interpreted. The remaining roles and their total scores and ranks are presented in Appendix - II.

#### 4.1.1 Ranking of roles as per the perception of non-official leaders in planning stage

It could be concluded from Table 4.1.1 that in the planning stage, the roles viz., “Helping in selection of beneficiaries on the basis of eligibility criteria”, “Influencing the people to suggest the felt needs of the locality”, “Collection and analysis of information about the availability of the resources prior to allocation of resources”, “Conducting a general survey before the preparation of resource mapping” and “Creating the local enthusiasm for the involvement of people in the planning process to plan viable projects”.

Table 4.1.1. Role perception of non-official leaders in planning stage

(n = 100)

Sl. No.	Role	Total score	Rank
1	Helping in selection of beneficiaries on the basis of eligibility criteria	499	I
2	Influencing the people to suggest the felt-needs of the locality	476	II
3	Collection and analysis of information about the availability of the resources prior to allocation of resources	463	III
4	Conducting a general survey before the preparation of resource mapping	462	IV
5	Creating the local enthusiasm for the involvement of people in the planning process to plan viable projects	460	V

Hence, it is inferred that the selection of beneficiaries, gathering of basic data information, availability of resources and their distribution and people’s involvement were the major roles in planning stage as far as non-officials were concerned.

#### 4.1.2 Ranking of roles as per the perception of official leaders in planning stage

In the case of official leaders, the roles viz., “Influencing the people to suggest the felt needs of the locality”, “Helping in selection of beneficiaries on the basis of eligibility criteria”, “Gathering up to date and relevant information in relation to the programme”, “Arranging necessary inputs like equipment, raw materials etc. before the beginning the new project” and “Promoting equal chances for men and women to attain the equality of the work” were ranked as the prime and most preferred roles during planning stage.

Table 4.1.2. Role perception of official leaders in planning stage

Sl. No.	Role	Total score	Rank
1	Influencing the people to suggest the felt-needs of the locality	115	I
2	Helping in selection of beneficiaries on the basis of eligibility criteria	114	II
3	Gathering upto data and relevant information in relation to the programme	111	III
4	Arranging necessary inputs like equipment, raw materials etc. before the beginning of the new project	109	IV
5	Promoting equal chances for men and women to attain the equality of the work	108	V

As per Table 4.1.2, these roles were almost in conformity with the statements of the non-official leaders (Table 4.1.1). From the results it could be concluded that the beneficiary selection, identification of felt needs of the people, gathering of basic data information, arranging necessary materials and involvement of people without gender bias were the important roles perceived by official leaders during planning stage.

#### 4.1.3 Ranking of roles as per the perception of non-official in implementation stage

During the implementation stage the non-official leaders perceived the following roles as more important regarding their rank and scores. They were, “Active involvement of people in the implementation process to make the projects more useful to them”, “Reducing the chances of corruption through the direct involving of people and making through transparent”, “Proper and timely utilisation of available resources to improve the efficiency of the programme”, “Establishing an ideal environment throughout the implementation by working hard on the given task” and “Formation of neighbourhood groups for the successful implementation of grassroot level plans”.

Table 4.1.3. Role perception of non-official leaders in implementation stage  
(n = 100)

Sl. No.	Role	Total score	Rank
1	Active involvement of people in the implementation process to make the projects more useful to them	531	I
2	Reducing the chances of corruption through the direct involving of people and making through transparent	518	II
3	Proper and timely utilisation of available resources to improve the efficiency of the programme	501	III
4	Establishing an ideal environment throughout the implementation by working hard on the given task	493	IV
5	Formation of neighbourhood groups for the successful implementation of grassroot level plans	489	V

It could be inferred from Table 4.1.3 that the active involvement of people, making transparency, effective utilisation of resources, establishing congenial environment and formation of neighbourhood groups were the important elements as perceived by the non-official leaders in implementation stage of the programme.

#### 4.1.4 Ranking of roles as per the perception of official leaders in implementation stage.

The official leaders were somewhat similar in opinion with non-official leaders regarding the role perception in the implementation stage. The rank order of the role perception were as follows; “Active involvement of people in the implementation process to make the projects more useful to them”, “Proper and timely utilisation of available resources to improve the efficiency of the programmes”, “Implementing the various planned programmes for the benefit of weaker sections”, “Reducing the chances of corruption through the direct involving the people and making through transparent” and “Conducting regular *grama sabha* meetings, training etc. to make the people more efficient in implementation”.

Table 4.1.4. Role perception of official leaders in implementation stage

(n = 25)

Sl. No.	Role	Total score	Rank
1	Active involvement of people in the implementation process to make the projects more useful to them	118	I
2	Proper and timely utilisation of available resources to improve the efficiency of the programmes	114	II
3	Implementing the various planned programmes for the benefit of weaker sections	113	III
4	Reducing the chances of corruption through the direct involving of people and making through transparent	112	IV
5	Conducting regular <i>grama sabha</i> meetings, training etc. to make the people more efficient in implementation	110	V

The results of both non-official and official leaders had more or less similar perception regarding the roles to be played during implementation stage.

#### 4.1.5 Ranking of roles as per the perception of non-official leaders in evaluation stage

The rank order of the roles as perceived by the non-official leaders in evaluation stage is as follows; “Highlighting the results of the programmes to make the people appreciate its beneficial aspects”, “Making active participation of people in the evaluation process to make the projects more feasible to them”, “Monitoring and assessing the results of all the projects”, “Finalising the accounts of various projects and the preparation of their projects” and “Submitting reports before the *grama sabha* in the prescribed proforma after the completion of each project”.

Table 4.1.5. Role perception of non-official leaders in evaluation stage

(n = 100)

Sl. No.	Role	Total score	Rank
1	Highlighting the results of the programmes to make the people appreciate its beneficial aspects	536	I
2	Making active participation of people in the evaluation process to make the projects more feasible to them	531	II
3	Monitoring and assessing the results of all the projects	520	III
4	Finalising the accounts for various projects and the preparation of their reports	515	IV
5	Submitting reports before the <i>grama sabha</i> in the prescribed proforma after the completion of each project	492	V

The results from Table 4.1.5 indicated that highlighting the beneficial aspects, involving people in evaluation process, monitoring and assessing, preparation of accounts and reports were the major and prime roles during the evaluation stage under people’s planning programme.

#### 4.1.6 Ranking of roles as per the perception of official leaders in evaluation stage

The rank order of the roles as perceived by the official leaders in evaluation stage is as follows; “Monitoring and assessing the results of all the projects”, “Making active participation of people in the evaluation process to make the projects more feasible to them”, “Highlighting the results of the programmes to make the people appreciate its beneficial aspects”, “Sharing the results with other people and scientists for finding out the drawbacks” and “Submitting reports before the *grama sabha* in the prescribed proforma after the completion of each project”.

Table 4.1.6. Role perception of official leaders in evaluation stage

(n = 25)

Sl. No.	Role	Total score	Rank
1	Monitoring and assessing the results of all the projects	121	I
2	Making active participation of people in the evaluation process to make the projects more feasible to them	116	II
3	Highlighting the results of the programmes to make the people appreciate its beneficial aspects	114	III
4	Sharing the results with other people and scientists for finding out the drawbacks	110	IV
5	Submitting reports before the <i>grama sabha</i> in the prescribed proforma after the completion of each project	107	V

It is seen from Table 4.1.6 that the officials’ perception about the roles is in concurrence with the non-officials’ perception except in the case of role, “Sharing the results with other people and scientists for finding out the drawbacks”.

## 4.2 Analysis of role performance of non-official and official leaders in people's planning programme

As in the case of role perception, the role performance of non-official and official leaders are presented under planning, implementation and evaluation stages. The first five ranks are presented in the results for convenience and effective interpretation. The remaining roles in each stage are presented in Appendix - II along with their total scores and ranks assigned.

### 4.2.1 Ranking of roles as per the performance of non-official leaders in planning stage

The results of role performance of non-official leaders during planning stage are presented in Table 4.2.1. It depicted that the roles viz., "Presenting the prepared plan before a meeting of officials at the grama panchayat and block levels for better co-ordination with official efforts and possible financial assistance", "Helping in selection of beneficiaries on the basis of eligibility criteria", "Influencing the people to suggest the felt needs of the locality", "Thinking ahead of cost involved in the implementation of the project" and "Striving to involve the weaker sections in the decision making process to make viable projects" were ranked important in relation to performance.

Table 4.2.1. Role performance of non-official leaders in planning stage

(n = 100)

Sl. No.	Role	Total score	Rank
1	Presenting the prepared plan before a meeting of officials at the gramma panchayats and block levels for better co-ordination with official efforts and possible financial assistance	504	I
2	Helping in selection of beneficiaries on the basis of eligibility criteria	476	II
3	Influencing the people to suggest the felt-needs of the locality	468	III
4	Thinking ahead of the cost involved in the implementation of the project	456	IV
5	Striving to involve the weaker sections in the decision-making process to make viable projects	445	V



It could be inferred from Table 4.2.1 that co-ordination of officials, objective selection of beneficiaries, identification of felt needs, cost of the projects and decentralisation in decision making were the prime role performance activities in the planning stage under people's planning programme.

#### 4.2.2 Ranking of roles as per the performance of official leaders in planning stage

The officials view of role performance during planning stage under Table 4.2.2 revealed that the four roles identified by the non-official leaders were in conformity with the version of official leaders except the role "Gathering upto date relevant information in relation to the programme". Hence it could be concluded that in the planning stage, identification of felt-needs, gathering relevant information, co-ordination, cost of the projects and decentralisation in decision making were the prime roles.

Table 4.2.2. Role performance of official leaders in planning stage

Sl. No.	Role	Total score	Rank
1	Influencing the people to suggest the felt-needs of the locality	119	I
2	Gathering upto date and relevant information in relation to the programme	114	II
3	Presenting the prepared plan before a meeting of officials at the grama panchayats and block levels for better co-ordination with official efforts and possible financial assistance	110	III
4	Thinking ahead of the cost involved in the implementation of the project	103	IV
5	Striving to involve the weaker sections in the decision-making process to make viable projects	99	V



#### 4.2.3 Ranking of roles as per the performance of non-official leaders during implementation stage

The role performance during implementation stage by the non-official leaders are presented in Table 4.2.3, which showed the role performance in the following order as per ranks: “Formation of neighbourhood groups for the successful implementation of grassroot level plans”, “Achieving equity in the distribution of goods and services”, “Conserving the common properties in appropriate and inexpensive way through the direct action of the people”, “Allocating funds received from the government among various implementing agencies” and “Ensuring clarity in the implementation of various programmes”.

Table 4.2.3. Role performance of non-official leaders in implementation stage  
(n = 100)

Sl. No.	Role	Total score	Rank
1	Formation of neighbourhood groups for the successful implementation of grassroot level plans	521	I
2	Achieving equity in the distribution of goods and services	518	II
3	Conserving the common properties in appropriate and in expensive way through the direct action of the people	498	III
4	Allocating funds received from the government among various implementing agencies	497	IV
5	Ensuring clarity in the implementation of various programmes	494	V

It is inferred that neighbourhood group formation, equitable distribution of benefits, conserving common properties, allocation of funds and clarity in implementing each programmes were the prime activities during the implementation stage.

#### 4.2.4 Ranking of roles as per the performance of official leaders during implementation stage

The officials' view regarding the role performance during implementation stage are presented in Table 4.2.4 in their order of ranking viz., "Formation of neighbourhood groups for the successful implementation of grassroot level plans", "Reducing the chances of corruption through the direct involving of people and making through transparent", "Achieving equity in the distribution of goods and services", "Encouraging the people to attend the meetings help by the experts regularly" and "Conducting regular *grama sabha* meetings, training etc. to make the people more efficient in implementation".

Table 4.2.4. Role performance of official leaders in implementation stage

(n = 25)

Sl. No.	Role	Total score	Rank
1	Formation of neighbourhood groups for the successful implementation of grassroot level plans	116	I
2	Reducing the chances of corruption through the direct involving of people and making through transparent	113	II
3	Achieving equity in the distribution of goods and services	112	III
4	Encouraging the people to attend the meetings held by the experts regularly	110	IV
5	Conducting regular <i>grama sabha</i> meetings and trainings etc. to make the people more efficient in implementation	109	V

It could be concluded that neighbourhood group formation, transparency in operation, equitable distribution of resources, encouraging people to attend the meetings held by the experts and conducting meetings and trainings were the prime activities during implementation stage.

#### 4.2.5 Ranking of roles as per the performance of non-official leaders in evaluation stage

The role performance of non-official leaders during evaluation stage is presented in Table 4.2.5. It revealed that non-official leaders performed the following in the order of importance of ranks viz., “Submitting the reports before the *grama sabha* in the prescribed proforma after the completion of each project”, “Finalising the accounts of various projects and the preparation of their projects”, “Monitoring and assessing the results of all the projects”, “Highlighting the results of the programmes to make the people appreciate its beneficial aspects” and “Sharing the results with other people and scientists for finding out the drawbacks.

Table 4.2.5. Role performance of non-official leaders in evaluation stage

(n = 100)

Sl. No.	Role	Total score	Rank
1	Submitting reports before the <i>grama sabha</i> in the prescribed proforma after the completion of each project	540	I
2	Finalising the accounts of various projects and the preparation of their projects	533	II
3	Monitoring and assessing the results of all the projects	525	III
4	Highlighting the results of the programmes to make the people appreciate its beneficial aspects	514	IV
5	Sharing the results with other people and scientists for finding out the drawbacks	478	V

It could be inferred that the performed roles like; report submission, preparation of accounts of the projects, monitoring and assessing results, highlighting the results and sharing with the experts were the important activities during evaluation by the non-officials.

#### 4.2.6 Ranking of roles as per the performance of official leaders in evaluation stage

In evaluation stage, the role performance of official leaders are given in Table 4.2.6. It showed the order of ranking, which was: "Submitting the reports before the *grama sabha* in the prescribed proforma after the completion of each projects", "Monitoring and assessing the results of all the projects", "Finalising the accounts of various projects and the preparation of their projects", "Highlighting the results of the programmes to make the people appreciate its beneficial aspects" and "Making active participation of people in the evaluation process to make the projects more feasible to them".

Table 4.2.6. Role performance of official leaders in evaluation stage

(n = 25)			
Sl. No.	Role	Total score	Rank
1	Submitting the reports before the <i>grama sabha</i> in the prescribed proforma after the completion of each projects	119	I
2	Monitoring and assessing the results of all the projects	116	II
3	Finalising the accounts of various projects and the preparation of their projects	114	III
4	Highlighting the results of the programmes to make the people appreciate its beneficial aspects	110	IV
5	Making the active participation of people in the evaluation process to make the projects more feasible to them	103	V

It is concluded that all the activities performed by the non-official and official leaders were similar except the role by the officials in making active participation of the people in the evaluation process.

### 4.3 **Categorisation of non-official and official leaders based on their role perception and role performance in people's planning programme**

The frequency distribution of non-official and official leaders based on their role perception and role performance is given in Table 4.3.1 and Table 4.3.2 respectively.

#### 4.3.1 **Role perception of leaders in people's planning programme**

The levels of role perception of non-official and official leaders are presented in Table 4.3.1. It showed that all the non-official leaders had 'high' to 'very high' level of role perception. Whereas the official leaders (92%) had the role perception level from 'high' to 'very high'.

Table 4.3.1. Distribution of non-official leaders and official leaders based on their role perception

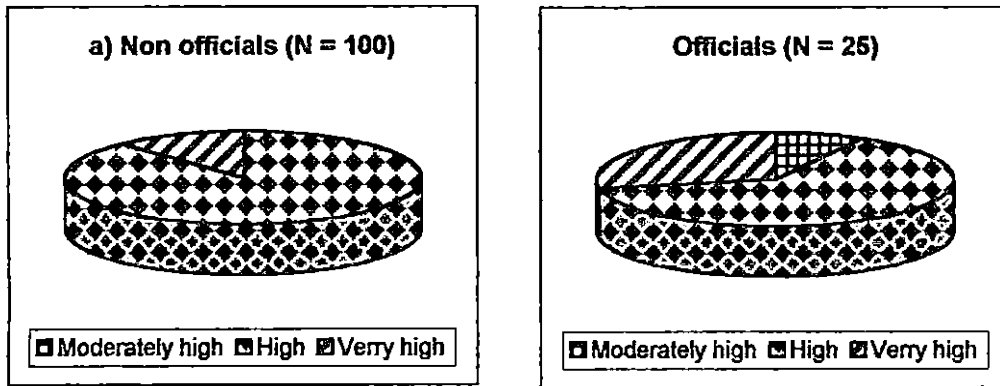
Category	Range (Percentage)	Non-officials (n=100)		Officials (n=25)	
		Frequency	Percentage	Frequency	Percentage
Moderately high	Below 75	0	0	2	8
High	Between 75-85	88	88	16	64
Very high	Above 85	12	12	7	28

It could be inferred that both officials and non-officials had 'high' to 'very high' level of role perception.

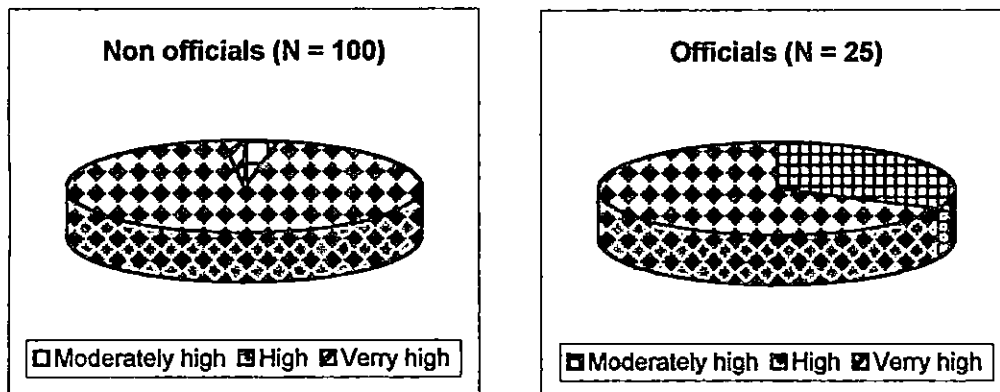
#### 4.3.2 **Role performance of leaders in people's planning programme**

The levels of role performance of non-official and official leaders are presented in Table 4.3.2. The level of role performance of non-official leaders was 'high' to 'very high' (97%) whereas in the case of two - third of the officials, the role performance level was 'high' to 'moderately high' and one third was in 'moderately high' role performance category.

### Role Perception



### Role Performance



**Fig 5. Distribution of respondents based on their role perception and role performance**

Table 4.3.2. Distribution of non-official leaders and official leaders based on their role performance

Category	Range (Percentage)	Non-officials (n=100)		Officials (n=25)	
		Frequency	Percentage	Frequency	Percentage
Moderately high	Below 75	3	3	8	32
High	Between 75-85	95	95	17	68
Very high	Above 85	2	2	0	0

Hence, it is inferred that non-official leaders had high level of role performance than that of official leaders.

#### 4.4 Relation between role perception and role performance of non-official and official leaders in people's planning programme

The correlation analysis between role perception and role performance of non-official and official leaders are presented in Table 4.4. It depicted that the relation of role perception and role performance of non-official leaders was positive and significant at one per cent level of probability, whereas the relationship of official leaders was positive and significant at five per cent level of probability. It implies that there exist a positive relationship between role perception and role performance in the case of both officials and non-officials.

Table 4.4. Relationship of role perception and role performance of non-official and official leaders in people's planning programme

Sl. No.	Category	'r' value
1	Non-officials (n=100)	0.409**
2	Officials (n=25)	0.405*

\*\* Significant at one per cent level

\* Significant at five per cent level



#### 4.5 Comparison of non-official and official leaders in people's planning programme in terms of their role perception and role performance

The relative role perception and role performance of the non-official and official leaders were worked out using the Mann-Whitney "U" test which is presented in Table 4.5.

Table 4.5. Comparison of role perception and role performance among the two categories of respondents using Mann-Whitney 'U' test

Variable	N	Mean rank	Sum of rank	Mann-Whitney 'U'
Perception				
Non-officials	100	61.92	6192.0	U = 1142 Z = 0.667 <sup>NS</sup>
Officials	25	67.32	1683.0	
Total	125			
Performance				
Non-officials	100	66.52	6652.0	U = 896.0 Z = -2174 <sup>NS</sup>
Officials	25	48.92	1123.0	
Total	125			

Table 4.5 revealed that the calculated value for 'Z' is less than that tabulated value, at five per cent and one per cent level of significance. Thus there was no significant difference between the two categories of leaders in terms of their role perception and role performance. From this, it could be concluded that two categories of leaders perceived their roles equally important and the extent of performance of their roles was also somewhat in the same way.

#### 4.6 SWOT analysis for role performance of non-official and official leaders in people's planning programme

The results of SWOT analysis are presented in the tables 4.6.1 to 4.6.8. The results of strengths, Weaknesses, opportunities and threats are separately presented for the non-official and official leaders. The first five items under each element were presented and interpreted. The rank of the items under each element are given in Appendix - III.

#### 4.6.1 Major strengths of the non-official leaders that improved their performance as perceived them

The non-official leaders perceived the following strong points as the criterion for inspiring the role performance, which are given in Table 4.6.1. It revealed that “Progressive outlook”, “creativity”, “High empathy”, “Better self - evaluation and “Better team work” were the major strong points for non-officials’ strengths to inspire the programme.

Table 4.6.1. Major strengths of the non-official leaders that improved their performance as perceived by them

(n=100)

Sl. No.	Item	Total score	Rank
1	Progressive out look	200	I
2	Creativity	200	I
3	High empathy	200	I
4	Better self-evaluation	198	II
5	Better team work	198	II

#### 4.6.2 Major strengths of official leaders that improved their performance as perceived by them

The official leaders perceived “High scientific orientation”, “Better idea about various policies laws and activities”, “Progressive out look”, “Higher sense of mutual help” and “Better team work” as the important strengths in inspiring their performance (Table 4.6.2).

Table 4.6.2. Major strengths of the official leaders that improved their performance as perceived by them

(n=25)

Sl. No.	Item	Total score	Rank
1	High scientific orientation	50	I
2	Better idea about various policies, laws and activities	50	I
3	Progressive outlook	48	II
4	Higher sense of mutual help	48	II
5	High empathy	48	II

#### 4.6.3 Major weaknesses that affected the role performance of non-officials as perceived by them

The weaknesses identified by the non-official leaders (Table 4.6.3) in executing their role performance were as follows, “Interested only in the completion of number of works rather than quality”, “Lack of knowledge about power, authority and responsibility”, “Hesitation to share the responsibility with others”, “Limited leadership skills” and “Ignorance about how to act in critical stages”.

Table 4.6.3. Major weaknesses that affected the role performance of non-official leaders as perceived by them

(n = 100)			
Sl. No.	Item	Total score	Rank
1	Interested only in the completion of number of works rather than quality	174	I
2	Lack of knowledge about power, authority and responsibility	170	II
3	Hesitation to share the responsibility with others	160	III
4	Limited leadership skills	140	IV
5	Ignorance about how to act in critical stages	130	V

#### 4.6.4 Major weaknesses that affected role performance of official leaders as perceived by them

The official leaders perceived “Interested only in the completion of number of works rather than quality”, “Limited leadership skills”, “Hesitation to share the responsibility with others”, “Habit of procrastination” and “Reluctance” as their important weaknesses affecting their role performance (Table.4.6.4).

Table 4.6.4. Major weaknesses that affected the role performance of official leaders as perceived by them

(n = 25)

Sl. No.	Item	Total score	Rank
1	Interested only in the completion of number of works rather than quality	40	I
2	Limited leadership skills	34	II
3	Hesitation to share the responsibility with others	32	III
4	Habit of procrastination	30	IV
5	Reluctance	28	V

4.6.5 Major opportunities provided by the people's planning programme for non-official leaders as perceived by them

The major opportunities experienced by the non-official leaders are presented in Table 4.6.5. It revealed that "Close contact with government", "Bringing people's problems to government", "Unemployed youth for project implementation", "Understanding the ground realities" and "Proper selection of beneficiaries" were the major opportunities for performing their roles affecting in the people's planning programme.

Table 4.6.5. Major opportunities provided by the people's planning programme for non-official leaders as perceived by them

(n=100)

Sl. No.	Item	Total score	Rank
1	Close contact with the government as well as people	200	I
2	Opportunity to bring the people's problems to the attention of government	200	I
3	Using unemployed youth for project implementation	196	II
4	Opportunity for understanding ground realities	196	II
5	Proper selection of beneficiaries	190	III

4.6.6 Major opportunities provided by the people's planning programme for the official leaders as perceived by them.

The officials' opinion about the performance effectiveness due to various opportunities were as follows: "Close contact with government", "Diversified area of operation", "Selection of beneficiaries", "Conserving common properties" and "Understanding the ground realities" (Table 4.6.6).

Table 4.6.6. Major opportunities provided by the people's planning programme for the official leaders as perceived by them

(n=25)			
Sl. No.	Item	Total score	Rank
1	Close contact with the government as well as people	50	I
2	Diversified area of operation	48	II
3	Proper selection of beneficiaries	46	III
4	Conserving common properties in a reasonable manner	42	IV
5	Opportunity for understanding the ground realities	42	IV

4.6.7 Threats experienced by the non-official leaders in the effective performance of their roles as perceived by them

The threats experienced by the non-official leaders are presented in Table 4.6.7. "Less participation of people", "Limited time", "Delay in financial allotment and sanctioning the programmes", "Rift between officials and non-officials", and "Non-availability of resources in time", were the serious threats to the non-official leaders in executing their roles in people's planning programme.

Table 4.6.7. Threats experienced by the non-official leaders in the effective performance of their roles as perceived by them

(n=100)			
Sl. No.	Item	Total score	Rank
1	Less participation of people	196	I
2	Limited time	193	II
3	Delay in sanctioning programmes and financial allotment	191	III
4	Rift between officials and non-officials	191	III
5	Non-availability of resources at proper time	190	IV

#### 4.6.8 The threats experienced by the official leaders in the effective performance of their roles as perceived by them

Table 4.6.8 showed that the official leaders perceived "The presence of binami committees", "Excess workload", "Diversified area of operation", "Rift between officials and non-officials" and 'Limited time' as the serious threats to their performance in the people's planning programme.

Table 4.6.8. Threats experienced by the official leaders in the effective performance of their roles as perceived by them

(n=25)			
Sl. No.	Item	Total score	Rank
1	Presence of binami committees	48	I
2	Too much workload	48	I
3	Diversified area of operation	46	II
4	Rift between officials and non-officials	46	II
5	Limited time	45	III

#### 4.7 Suggestions to revitalize people's planning programme

The suggestions to revitalize people's planning programme perceived by the non-official and official leaders were identified using the interview schedule. The suggestions were ranked based on their perceived importance. The suggestions for which 80 per cent of respondents expressed 'agree' were selected. The remaining suggestions along with their total score and percentage are given in Appendix - IV.

Major suggestions as put forth by the non-official and official leaders in the people's planning programme are as follows.

1. Necessary action must be taken to avoid the delay in sanctioning the programmes and financial allotment by the higher authorities.
2. The non-official and official leaders should not be biased and the selection of beneficiaries should be based on the guidelines prescribed.

3. Proper training and guidance should be given to the freshers especially for the women representatives.
4. In order to discourage the presence of binami committees, mass publicity and participation of people should be ensured.
5. The *grama sabha* meetings should be conducted during off periods by enquiring people's convenient timings rather than when the people are busy with their work.
6. Proper communication system which suits the villagers is to be evolved because many of the people are not aware of the meetings eventhough, the formal communication is being made through notices.
7. A perspective development plan reflecting the resource potential of the area must be prepared for each panchayat. Based on this plan, the *grama sabha* has to schedule projects in line with the prepared perspective development plan.
8. Proper training should imparted to the officials about scientific technology and other relevant areas, so as to enable them to help in plan formulation by the *grama sabhas*.

## ***DISCUSSION***

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## **CHAPTER - V**

### **DISCUSSION**

This chapter deals with the discussions on the results obtained. The discussions are presented in the following sub-heads.

- 5.1 Role perception of non-official and official leaders in people's planning programme
  - 5.2 Role performance of non-official and official leaders in people's planning programme
  - 5.3 Categorization of leaders based on their role perception and role performance of non-official and official leaders in people's planning programme
  - 5.4 Influence of role perception on role performance of non-official and official leaders in people's planning programme
  - 5.5 Comparison of non-official and official leaders in people's planning programme in terms of their role perception and role performance
  - 5.6 SWOT analysis for role performance of non-official and official leaders in people's planning programme
- 5.1 Role perception of non-official and official leaders during people's planning programme**
- 5.1.1 Ranking of roles based on role perception by the leaders in planning stage

Any planning for the development programme, assessment of men, material, money is vital and indispensable elements, more so the planning process in the administrative development of basic institution necessarily needs the involvement of people, natural and available resources and financial resources. Which determines the success and effectiveness of the development programmes. The results in Table 4.1.1 and Table 4.1.2 revealed similar findings such as 'Selecting beneficiaries based on the eligibility criteria'. This could be explained

that for any development programme, the needy and intended beneficiaries must be identified so as to realize themselves that the programme is intended for them and thereby involvement and participation of these groups could effectively be ensured. This is in agreement with the findings of Balakrishnan and Surjith (2000). They reported that care should be taken to ensure neutrality and eligibility of the beneficiaries of the project and mostly the poorest of the poor should get preference.

The second role viz 'To express the felt needs of the locality'. This is true, when the programme is schemed, the actual felt-needs of that locality should be focussed so that the intended programme could be sorted out to satisfy the needs of that locality as well as to convince them that the programme is planned for their betterment and for that locality development. Rogers and Shoemaker (1971) opined that the change agents must be aware of their clients' felt-needs and adapt to their roles, so as to benefit the clients welfare in the long run. According to Bhatnagar (2000), the plan formulation based on the felt-needs of the village ensures the willing involvement of people at the planning stage.

The third role such as 'Collection of information about the availability of resources' was important one, as the programme is planned to collect all the possible available resources in that locality and effectively utilize them for the development programme. The finding of the present study is in consonance with the study conducted by Issac (2000) that after the identification of the felt-needs in the *grama sabha*, the next step in the planning process was to make the objective assessment of the natural and human resources of the locality. Only by matching the two, a perspective plan could be developed for the local level development that would make optimal use of the resources in tune with the aspirations of the people.

'Conducting general survey for preparing the resource mapping' is the next important role identified. This is true that for any planning process, the basic survey which would provide the benchmark details of that locality on which the

plan proposals will be chalked out. Without basic details about the resources, no plan could be designed, hence the outcome of this result.

The fifth role identification was 'Involving of the people in the planning process'. In people's planning programme, the involvement and participation of people is utmost and without people's active participation, no plan could be framed and the success cannot be expected. The modern management also supports this finding by stating that people's involvement should be duly considered while preparing any plan process. Nandal (1972) pointed out that the participation of the people in the planning process at different stages of decision making, decision implementation and evaluation is needed for the success of planning. State Planning Board, Kerala (1996) also reported that the agricultural development programmes should be ensured to farmers through proper planning and execution of the programmes with the involvement of clients. According to Dhillon and Hansra (1995), it has been long argued that people's participation is essential for the success of rural development programmes, people's participation should be encouraged owing to the fact that people in villages know their needs better than government officials working at block, district and state levels. Non-involvement of people in the development programmes is also a great concern and challenge to rural development. No programme can be a success without the people.

The results in the Table 4.1.2 also exhibited the same findings as far as officials are concerned in all the roles except one ie. 'Equal opportunity to all without gender bias'. As Kerala is having more and active participation of women in all development activities, the officials might have opined so. This result is in conformity with the finding of Gowda (1998) who pointed out that although the rural women have been contributing significantly to the social and economic progress of the country, their participation in development programmes has not increased much. What little place there is for rural women in development due to various socio-economic constraints and also due to the absence of serious political and social motivation.

### 5.1.2 Ranking of roles based on role perception by the leaders in implementation stage

Implementation of plan requires the full support and active involvement of the beneficiaries in the programme. There should not be any discrepancy in distributing the benefits among the beneficiaries and no deviation from the planned activities.

The results in Table 4.1.3 showed that first role perception by non-officials under implementation stage was 'Active involvement of people'. This is true in the case of *grama sabha* level of planning because it is nothing but a group of people who plan for themselves and work for successful implementation of each and every activities. Unless proper people's involvement is there, no programme could be effectively implemented. Issac (1996) opined that the implementation of various development programmes must be with the active participation of the people by involving them from plan formulation to evaluation stage, so that each and every individual involved in it will be benefited. Kumar *et al.* (2000) reported that the success of any development programme largely depends on the active participation of the people. The experiences on developmental planning has shown that developmental activities undertaken with active involvement of the people have greater chance of success as compared to the developmental activities undertaken by the government where people become passive observers.

The second role perception was 'Reducing corruption and more transparency in implementing the programme'. Since the *grama sabha* constitutes different political representation of people, there was every chance of corruption and biased attitude towards the beneficiaries by the representatives. This might reduce the effectiveness of implementation. Hence the non-officials perceived this role as the most important one. According to Issac (2000), making the programme more transparent will reduce the chances of corruption, improve the efficiency, timely utilization of available resources and provide for periodic auditing. Besides

this, people also should have the right information regarding every detail of administration.

The third role was 'Timely utilization of available resources'. Since the plan period, activities of programme, resource utilization etc. were defined with stipulated frame of time, this role was perceived by non-officials in third position. Timely utilization of all these resources were more important so as to implement the programme successfully and achieve the goals within the specified yardsticks. Hence might be the results.

The next important role was 'Ideal environment to accomplish the tasks'. This might be due to the reason that for any public programme, groups with different interests, political affiliation and ideology would exist in the *grama sabha*. This heterogeneity might reduce the group cohesiveness as well as causing poor environment in implementing the programme. Hence for effective and proper implementation, ideal and congenial environment was perceived as important by them.

The last role was 'Formation of neighbourhood groups at grass root level'. This was in connection with the previous role, that forming like minded groups and entrust with them intended line of activities would create proper climate and environment in the developmental activities. Hence they might have perceived this role as the most important one. This finding is in agreement with Kerala Research Programme for Local Level Development (KRPLLD) report (1999). It revealed that non-governmental organizations have been functioning as effective bodies in organizing participatory action at the grassroots level for planning and implementation of development projects.

The officials had also perceived the roles in this stage similar to that of non-official leaders. This could also be explained in the same way as that of non-officials. The officials perceived one role differently from non-officials viz.,

‘Conducting meetings and training to people’ and ‘To make them more efficient in implementation’. This might be due to the reason that the people/representatives were not familiar with developmental activities and the implementation mechanisms, there may be every chance of occurring constraints and impediments in executing the programme. Hence they might have perceived that through periodical meeting and proper training, the implementing authority / people could be exposed to such skill and any constraint could be over come by initiating suggestions / opinions from experts. Rao (1998) opined that the experience of people’s planning programme have underlined the importance of detailed preparation and training in ensuring the success of local level planning. According to Issac (2000), the number and composition of the participants in the training programme should vary from one round to another. There should be a provision of training for five broad groups namely the elected representatives, officials, resource persons, non-official experts and the beneficiary local people. The success of people’s planning programme, no doubt, depended to a large extent on the effectiveness of the training programme.

The official leaders also perceived the role of ‘Implementing various programmes for the benefit of weaker sections’. From these results, it could be concluded that the officials felt that it is their duty to oversee that the intended beneficiaries receive the benefits specially earmarked for them, especially in the case of target groups like SCs and STs. Singh (2000) explained that constitution of 73<sup>rd</sup> Amendment Act provides one third reservation of seats for women and the other disadvantaged group of SCs and STs, so that they will get opportunity to enter into the system through reservation in these bodies. The lack of preparedness on the part of above panchayat raj functionaries to shoulder new responsibility may result from the lack of clarity about the concept and objective of the panchayat raj system. It is therefore, necessary that a massive awareness programme should be undertaken to overcome this problem.

### 5.1.3 Ranking of roles based on role perception of leaders in evaluation stage

Evaluation is an integral element of any development programme, which would guide the executing authority to what extent the programme was achieved against the objectives stated. This would not only give the achievements, but the shortfalls too, with which we can take the appropriate action in future also.

The results in 4.1.5 revealed that 'Highlighting the programme as to appreciate the programme by the people' was the foremost role perceived by the non-officials. This was due to the reason that the achievement realized in any programme would further motivate the people and build up confidence on the programme development. Hence this was perceived by the non-official leaders as the first role under evaluation stage.

The second role perceived was 'Involving people in evaluation process' mainly due to the reason that once people are involved in the evaluation process they could understand the positive and negative aspects of programme as well as the lacunae in the method of implementation and thereby they could select alternative course of action in achieving the target efficiently. Hence the results. These findings are also supported by Santhosh (1998). He reported that the goals of our socio-economic development are not achievable unless the citizens actively involve themselves in the preparation, implementation and follow-up of the developmental plan and activities.

The third role was 'Monitoring and assessing the results of the projects'. It is true that monitoring is the in built mechanism, which shows the deviations from the plan of actions to be implemented and it would further suggest to correct the programme of actions to achieve the target in the right and desired directions. This might be the reason for ranking this role as third in this stage.

The fourth role was 'Finalizing the accounts for various projects'. It could be explained that for any programme, finance is the indispensable element

without which no programme could be implemented. Moreover, the efficient measures of allocating and utilization of funds for each and every activity meaningfully would render cost effective programmes. Hence might be perceived this role by non-officials.

The fifth role perceived by non-officials under this stage was 'Presenting the reports before the *grama sabha*'. It could be substantiated that through transparency in the project execution and its written report from planning to implementation and convincing all the members would pave way for development in the right perspective without any suspicion. This would further help the members to appraise the situation as a written document for future guidance. The official members also perceived the same roles as in Table 4.1.6 as important with the exception of the role that 'Sharing the results with other people and scientists'. This may be due to the reason that the positive and negative experiences realized would be shared with other people would provide needed impetus for them to carryout similar activities in achieving the results. The scientists would widely publicise the results in other situations or environment so as to convince similar groups in achieving the results.

#### 5.2.1 Ranking of roles based on role performance by the leaders in planning stage

The results of role performance as perceived by the non-official leaders in the planning stage revealed that 'Presenting plan proposal before *grama sabha* and block level' was realized first due to the reason that for any programme, the approval and consensus of the committee members as well as approving authority is a pre-requisite for better co-ordination and proper approval of the fund requirements, without which the plan would not materialise and hence the results.

The second rank was the 'Selection of beneficiaries on the basis of eligibility criteria'. It could be explained that the needy and intended target groups



alone could realize and reap the real fruits of the programme and thereby the performance of the programme would be effective.

‘The felt needs of the people’ was the third rank as perceived by the non-officials mainly because the identified felt needs of the people should be immediately attended to, so that participation of people will be high as well as programme more effective.

Any plan would project the financial requirements for various activities well ahead of time, so that there would not be any impediments in executing the programme. Hence the role performance viz., ‘Cost involvement plan ahead of time’ was expressed as the fourth element.

Any project would go with certain frame of rules and procedures in selecting the beneficiaries. This may lead to drop the downtrodden groups, who are the real target groups of the programme. Hence the representation of such groups were so indispensable. This may be the reason that ‘Involving weaker section people’ was also expressed by the officials as an important aspect.

The officials had also similar opinion with regard to all the items expressed by the non-officials except ‘Gathering upto date and relevant information in relation to the programme’. This may be due to the reason that the officials might have had the opinion that any plan should be based on the basic data and available information in the locality, then only the plan would be more scientific and meaningful.

#### 5.2.2 Ranking of roles based on role performance by the leaders in implementation stage

The role performance of the non-official leaders in implementation stage revealed that ‘The formation of groups at grassroot level’ was given the first rank due to the reason that in any programme implementation the execution may be through groups rather individual approach. This would ensure the active

participation and involvement in the programme by the people with a sense of group feeling.

The second role was 'The equitable distribution of goods and services'. This might be due to the reason that all the benefits should be distributed to all members without any bias, so that the member's satisfaction and conviction about the programme would be ensured.

The third role was 'Conserving the common properties in a reasonable and inexpensive way'. This could be substantiated that all the common properties of the local bodies are to be preserved by the people as these resources are great potential and indispensable to the local bodies as well as to the people. Hence the people have to preserve these resources by themselves without involving much cost. Hence may be the reason for emerging this results.

The fourth role was 'Allocation of funds to various agencies'. It could be substantiated that the funds allotted for each activity should be channelised to all the agencies accurately for their programme activities, so that uniform and effective implementation would be ensured.

The fifth role was 'The clarity in implementation' ie, the agencies involved should have clear cut idea without any ambiguity to execute the programmes, so that the programme activities would be accomplished without any constraints. The official members had also expressed the similar elements as in the case of non-officials viz., 'Formation of groups' and 'Equitable distribution'. The other role performance perceived by them was 'Reducing the chances of corruption'. This was felt due to the reason that there was every chance of creeping corruption practices creeping up among non-official leaders as they had no accountability in the programme audit. Hence the results.

The other roles such as 'Encouraging the people to attend regular meetings' and 'Conducting *grama sabha* meetings'. It may be due to the reason that by attending the *grama sabha* meetings, more transparency will be there and constraints and problems could be discussed. Solutions to problems could be arrived through a common consensus.

### 5.2.3 Ranking of roles based on the role performance of leaders in evaluation stage

The role performance of non-officials with their perception in evaluation stage in people's plan as indicated in Table 4.2.5 revealed that the main role was 'Submitting reports to *grama sabha* after completing each project'. This might be due to the reason that in any performance evaluation, the achievement report should be evaluated in the official forum, so as to convince the members and to check the performance accomplishment against the norms prescribed in the objectives of the programme.

'Finalising the accounts of various projects' was ranked second, because this would give the assessment of utilization of funds for each projects and thereby projecting the proper utilization of funds for the intended programme.

'Monitoring and evaluation' was ranked third, which may be due to the reason that any problems or impediments in implementing the programme, alternative course of action could be thought of. This would give an idea and guidance to perform the activities in a right direction without much deviation in the programme.

The final rank was 'Highlighting the results', because interim evaluation/concurrent evaluation processes would not only give the idea of progress but conviction of the people about programme achievements. This would further motivate the people to work more effectively for to the successful completion for the programme.

'Sharing the results with people and scientists' was the fifth rank, due to the fact that publicising any achievement with the people would carry the image of hard work and sincere efforts of the people which further influence other groups to act accordingly by setting an example to other group members.

The officials had also the similar opinions and ranking of all the four items as in the case of non-official leaders. The fifth role non-official leaders perceived was 'Involving people in the evaluation process'. This was due to the reason that in any evaluation process people should be involved, so as to understand their weaknesses and strong points as well as to provide more transparency in executing the programmes. This would help people appreciate the programme and exert active involvement in future course of action also.

### **5.3 Categorization of leaders based on their role perception and role performance**

The results in Table 4.3.1 revealed that both non-official and official leaders had 'high' to 'very high' level of role perception about the people's planning programme at *grama sabhas*. This could be substantiated that the non-official leaders were well educated and having more political orientation. Since of their active involvement in local bodies and other political activities, they had good experience in problems and constraints in programme planning, implementation and evaluation. Hence, this might be the reason for 'high' to 'very high' perception about the roles to be played in the people's planning programme. The officials also had 'very high' perception about the roles. This could also be substantiated that the official's involvement in the development programmes and the people's awareness about the schemes or programmes made the official's involvement and participation is 'very high'. Hence the official's had also similar level of perception as in the case of non-officials.

Table 4.3.2 revealed the level of performance of the non-officials and officials with respect to people's planning programme. The results indicated that

both the leaders had high level of role performance. Since they had high level of perception about their roles, it is natural that the performance level also be high. Any human being having high perception about their roles would exert similar and same force to perform the activities better. As evidently explained in the results about perception and the performance level was 'high'.

#### **5.4 Influence of role perception and role performance of non-official and official leaders**

The table 4.4 revealed the level of performance of the non-official and official members with regard to peoples planning programme. The results indicated that both the members had high level of role performance. This may be due to the reason that they had high level of perception about their roles, it is natural that the performance level would also be high. Any human being having high perception above their roles would exert similar and same force to perform the activities better. As evidently explained in the results about perception, the performance level was high. This was supported by the findings of Seema (1986), Sudharani and Raju (1991) and Bhople and Patki (1992).

#### **5.5 Comparison of non-official and official leaders in people's planning programme in terms of their role perception and role performance**

The comparison of role perception and role performance of non-official and official leaders are presented in Table 4.5. It revealed that there was no significant difference in their perception about the roles to be played in people's planning programme. It could be explained that the non-officials and officials were having similar perception about their roles in planning, implementation and evaluation stages of people's planning programme. As the results in Table 4.3.1 and Table 4.3.2 revealed the level of role perception and role performance of these leaders were 'high' to 'very high' and that was the reason for no significant difference existing between the non-officials and officials. The role performance of both categories of leaders obviously explained the same results. It could be

explained in the same corollary as the level of role perception of non-officials and officials, have eventually shown in Table 4.3.1. and 4.3.2.

### **5.6 SWOT analysis for role performance of non-official and official leaders in people's planning programme**

SWOT analysis done for each element for non-official and official leaders revealed individually a set of strengths for each category.

#### **Strengths**

While viewing the results, strengths perceived by the non-official leaders were 'Progressive outlook', 'Creativity', 'High empathy', 'Self-evaluation' and 'Team work'. It could be explained that the non-official leaders having more progressive outlook would be having farsightedness in the development programmes, new and innovative aspects to be followed in the development programmes. The second element, creativity of an individual would provide newer ideas, sense of creating new things, much resourcefulness in implementing the programme. This was supported by Rahman (1984). The empathy element is one which is a basic trait for any leader without which no leader could emerge successfully.

The self – evaluation is also an important trait of a leader which would give needed guidance in modifying the methods of implementation or modified style of leadership in effective implementation of the same.

Teamwork, ofcourse, without team work, a cohesive group could not be achieved, unless group efforts, no group programme could be planned or succeeded. Hence all the traits which are basic elements to a leader were emerging as strengths to plan, implement and evaluated the people's planning programme. Santhanam *et al.* (1990) observed that a sense of belonging, mutual trust were the psychological dimensions operating among the rural groups in their interaction.

The official leaders had also identified these similar elements as in the case of non-official leaders under strengths viz., 'Progressive outlook', 'Mutual help', 'High empathy'. This could also be substantiated in same way as in the case of non-official leaders. Where as the two elements viz., 'High scientific orientation' and 'Idea about various policies and plans' were expressed due to the reason that the official members being educated with scientific knowledge, sense of reasoning on every programme activities, they would consider these as important one. The official leader having proper responsibility in implementing the people's programmes within the framework of laws and policies outlined, they would be held responsible for any consequences in future. The official members could be held responsible for the same in the light of public money. Hence they might have rated this element as a strong attribute in the people's planning programme. This is on par with the findings of Subramanian (1980).

### **Weaknesses**

The major weakness perceived by the non-officials was 'Much interested in completion of number of works without quality'. This is natural that the non-official leaders having a temporary leadership with a tenure of period might be concerned about the completion of task within their period of time rather than the quality of task accomplishment, which may take sufficient time. This finding is in accordance with the findings by Cyriac (2000).

The second element viz., 'The lack of knowledge about the authority and responsibility'. Being an elected member with political background, there was no chance of ascribing the experience of official position. Moreover there was no orientation to these leaders before assuming the office. This is supported by the finding of Sahayi (1998).

The third weakness was 'Hesitation to share the responsibility with others'. It is a common phenomena among the political leaders not to accept their

weaknesses in public because of fear of losing their image in public. Hence may be the reason for this weakness.

The next weakness perceived was 'Limited skills'. It could be explained that the non-official leaders emerging for the people's planning programme were youngsters as the plan is newly introduced in Kerala. Hence, they might not have sufficient exposure in different leadership styles. The last weakness expressed by the non-official leaders was 'Ignorance about how to act in critical stage'. This could also be explained in the same way as they have very little experience in the new development programmes.

The official leaders had also opined the three weaknesses viz., 'Interested in completion of number of works', 'Limited leadership skills' and 'Hesitation to share the responsibility with others' as of non-official leaders. The fourth weakness expressed was 'The habit of procrastination'. It is a common phenomenon among officials that for want of strict laws and policies and adjusting with non-official's suggestions, the official's might have the habit of postponing the things. The fifth weakness expressed was 'Reluctance'. It may be explained that when non-officials insist to do things beyond their official purview, they may reluctant to do things. Hence may be the result.

### **Opportunities**

The opportunities expressed by the non-official leaders were 'Close contact with the people', 'Problems could be brought to the notice of the government', 'Awareness for unemployed youth', 'Opportunities for understanding ground realities', and 'Proper selection of beneficiaries'. When the non-officials mobilize and organize the local people for the development programmes due to their close contact and familiarity with the local people, maximum participation and involvement of people would be ensured. Hence may be the reason, the non-officials expressed 'Close contact with the people' was the prime opportunity.



The non-official leaders were vested with lot of authority and powers in local body administration and acts as a link between government and people. They could bring the grassroots level problems to the notice of government very easily by virtue of their position. Hence they might have realised this (problem could be brought to the notice of the government) as an opportunity.

The next opportunity viz., 'Awareness for unemployed youth' was due to the reason that having a non official leader they could assess and create new employment avenues for unemployed youths. Moreover they could scheme new development programmes which provide maximum employment avenues to youths.

The people's planning programme aimed at analysing the local problems and suggesting solutions by involving all local people. Due to this the non official leaders were clear about basic problems of their pragmatic approaches in solving the problems. Hence they expressed the opportunity viz., 'Opportunity for understanding ground realities'.

Since the non-officials were elected from local areas, and their close contact and familiarity with each and every people individually, non-official could select the beneficiaries intended for the programme without any bias. Hence the non-official could prefer this (proper selection of beneficiaries) as an opportunity. According to Bhatnagar (2000) the decentralized institutions are far more flexible than centralized institutions. A direct benefit of decentralization is that the local government being closer to the people and more responsive to local needs, can make better use of the resources and can direct them to such human priorities as deemed suitable for the community as per the felt-needs.

The official members also expressed the opportunities in the same way as in the case of non-official leaders. Where as the opportunities like of 'Diversified area of operation' and 'Conserving common properties' could be

explained that due to various or different types of programmes as an integrated approach in people's planning programme, the scope for viewing the area of work in different activities might be increased and the common properties like material resources and natural resources for programme implementation to be managed by the official as common property to the *grama sabha*. Hence there is a lot of scope for pooling materials/ other resources, for the programme would become an asset to the *grama sabha*.

### **Threats**

The threats expressed by the non-official and official leaders shown in Table 4.6.7 and 4.6.8 were 'Limited time', and 'Rift between officials and non-officials'. Since the period of non-official leaders were limited, the possibility of completing the prescribed tasks will be impossible. The official procedures and laws which may act as a hurdle in completing or sorting out certain issues might develop rift between the groups. Hence the results. According to Krishnaswamy Committee (1998), harmonious relation exists between officials and non-officials at the district level and public servants are also conscious of their accountability to the people. But unfortunately, some officers have not changed their style of functioning even now and often make interventions into the authority of local self-governments. Such attempts should be resisted absolutely at the political and official levels. In the present study, several respondents have pointed out that the panchayat members lack education. So it is possible that the officials at the lower level might take him for a ride. Due to the ego problems Panchayat Presidents sometimes think they are absolute masters of the panchayat and there is no authority over them.

The non-officials expressed the threats of 'Delay in sanctioning the programme', 'Less participation of people' and 'Non-availability of resources'. The threats may creep in when the programme is implemented at the grass-root level due to the reasons like different political identity, group identity and

difference in opinions. Hence they expressed these as major threats. Issac (1999) pointed out that in early days of the programme, there was a very little participation of the people. Integration of the projects was only formal. Lack of transparency in these days led to increase in leakage and misuse of funds over time. The findings of the present study was well supported by Balakrishnan and Surjith (2000). They revealed that in the initial stages of the programme only 10 per cent of the population attended the programme. Even though in each phase participation of people is increasing, this is a matter of concern which undermines the objectives of planning Kaleel (1978) studying on the impact of intensive paddy development programme, recorded that non-availability of inputs in time as the most important constraint felt by farmers. Biju (1996) reported that the functioning of the panchayat raj institutions in the first few months was handicapped by the inadequacy of funds. Singh (1996) expressed that his experience has been that panchayat raj bodies could not become economically viable due to the lack of financial resources at proper time. So when funds for meeting local requirements are not forthcoming, they lose interest in panchayat raj institutions activities.

According to Ashaletha *et al.* (1998), large area of operation and delay in sanctioning of the programmes are the two main constraints experienced by Agricultural Officers. Balakrishnan and Surjith (2000) reported that eventhough there has been decentralisation and transfer of powers, less has been done on making the resources available to the people at the right time. This hampers the planning process and affects the developmental activities.

The officials expressed the threats like 'Binami committees', 'High work load' and 'Area operation is more'.

Since the non-official members might practice trade of compromise in certain programmes, there is a chance of binami committees, and the varieties of programmes within limited time could cause large area of operation and too much of work load to officials. Hence they expressed this as a threat. Bisen (1962)

remarked that Agricultural Officers were having much of paper work and larger area of operation. Perumal and Menon (1981) pointed out that more work load due to many ongoing schemes and larger area of operation were the major constraints perceived by the extension worker. Nehru (1993) reported that the constraints like more number of programmes in Krishi Bhavans, more work load, name sake programmes with nominal benefits to farmers were reported more frequently hindering the efficient programme of the job dimensions of Agricultural Officers in Krishi Bhavans at panchayat level.

## ***SUMMARY***

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## **CHAPTER - VI**

### **SUMMARY**

The people's planning programme was formally implemented by the government of Kerala on 17<sup>th</sup> August 1996. It is a step - by - step bureaucratic process that involves change in implementation and controls mechanisms, change of roles to existing staff, widespread campaigning etc. It could enable a genuine involvement and participation of the people from grass root level including the weaker and poorer sections of the society. The state government estimates that it has devolved 60 per cent of its work to the local bodies.

The panchayat level leaders play a vital role in the Kerala's people's planning programme, at the grass root level. Two categories of leaders namely, (a) non-official leaders and (b) official leaders were included in the study. These leaders play pivotal role for the success of this programme and form the main link between the government and grass root people. In order to make these leaders as catalyst to accelerate considerable changes in the rural development, it is worthwhile to know, what roles are perceived as important by the leaders and how well these leaders at field level performed their roles. It is also necessary to identify various strengths, weaknesses, opportunities and threats experienced by the leaders while performing their roles.

Taking into consideration of the above aspects, the present study was undertaken with the main purpose of studying the leadership in people's planning programme - SWOT analysis with the specific objectives as follows.

- 1) To identify the role perception of the leaders in planning, implementation and evaluation of people's planning programme.
- 2) To study the role performance of leaders in planning, implementation and evaluation of people's planning programme.
- 3) To analyse the leadership process in people's planning programme.
- 4) To suggest suitable measures to revitalize people's planning programme.

The study was conducted during the months of June, July and August 2000 in Thrissur district. A total of 125 leaders (100 non-official and 25 officials) were selected as the sample for the study following the simple random sampling procedure. The dependent variables in this study was role perception and role performance. The four elements that affecting the role perception and role performance were various Strengths, Weaknesses, Opportunities and threats of the leaders.

The dependent variables were measured by constructing a set of statements for each component. The total score obtained by each statement was calculated and the first five statements were selected based on their total scores / ranks.

Strengths, weaknesses, opportunities and threats were measured by listing out a set of items for each element. The total score obtained by each item was calculated and first five items from each element were selected based on their total scores / ranks.

The data were collected by conducting personal interviews with the non-official and official leaders in people's planning programme using well structured and pre-tested interview schedule developed for the purpose. The statistical tests used for the study were percentage analysis, correlation analysis and Mann - Whitney 'U' test. The salient findings of the study are furnished below.

1. The perceived roles of non-officials in planning stage were 'Helping the beneficiaries on the basis of eligibility criteria', 'Influencing the people to suggest the felt-needs of the locality', 'Collection and analysis of information about the availability of the resources prior to allocation of resources', 'Conducting a general survey before the preparation of resource mapping' and 'Creating enthusiasm for the involvement of people in the planning process to plan viable projects'.

2. In the case of official leaders the roles viz., 'Influencing the people to suggest the felt-needs of the locality', 'Helping in selection of beneficiaries on the basis of eligibility criteria', 'Gathering upto date and relevant information in relation to the programme', 'Arranging necessary inputs like equipment, raw materials etc before the beginning of the raw project' and 'Promoting equal chances for men and women to attain the equality of work' were the prime and most preferred roles during planning stage.
3. During the implementation stage the non-official leaders perceived the following roles as more important viz., 'Active involvement of people in the implementation process to make the projects more useful to them', 'Reducing the chances of conception through the direct involving of people and making through transparent', 'Proper and timely utilization of available resources to improve the efficiency of the programme', 'Establishing an ideal environment throughout the implementation by working hard on the given task' and 'Formation of neighbourhood groups for the successful implementation of grass root level plans'.
4. The opinion of official leaders regarding their role perception in implementation stage were, 'Active involvement of people in the implementation process to make the projects more useful to them', 'Proper and timely utilisation of available resources to improve the efficiency of the programme', 'Implementing the various planned programmes for the benefit of weaker sections, 'Reducing the chances of corruption through the direct involving of people and making through transparent' and 'Conducting regular *grama sabha* meetings and training etc. to make the people more efficient in implementation'.
5. The rank order of role perception as perceived by the non-official leaders in evaluation stage was as follows, 'Highlighting the results of the programmes to make the people appreciate its beneficial aspects', 'Making active participation of people in the evaluation process to make the projects more feasible to them', 'Monitoring and assessing the results of all the projects',



- 'Finalising the accounts for various projects and the preparation of their reports' and 'Submitting reports before the *grama sabha* in the prescribed proforma after the completion of each project'.
6. The rank order of the role perception as perceived by the official leaders in evaluation stage was as follows viz., 'Monitoring and assessing the results of all the projects', 'Making active participation of people in the evaluation process to make the projects more feasible to them', 'Highlighting the results of the programmes to make the people appreciate its beneficial aspects', 'Sharing the results with other people and scientists for finding out the drawbacks' and 'Submitting reports before the *grama sabha* in the prescribed proforma after the completion of each project.
  7. The role performance of non-official leaders in planning stage were 'Presenting the prepared plan before a meeting of officials at grama panchayats and block levels for better co-ordinating with official efforts and possible financial assistance', 'Helping in selection of beneficiaries on the basis of eligibility criteria', 'Influencing the people to suggest the felt-needs of the locality', 'Thinking ahead of the cost involved in the implementation of the project', and 'Striving to involve the weaker sections in the decision making process to make viable projects'.
  8. The officials view of role performance during planning stage were, 'Influencing the people to suggest the felt needs of the locality', 'Gathering upto date and relevant information in relation to the programme', 'Presenting the prepared plan before a meeting of officials at the grama panchayats and block levels for better efforts and financial assistance', 'Thinking ahead of the cost involved in the implementation of the projects' and 'Striving to involve the weaker sections in the decision making process to make viable projects.
  9. The role performance during implementation stage as perceived by the non-official leaders were, "Formation of neighbourhood groups for the successful implementation of grassroot level plans", 'Achieving equity in the

distribution of goods and services, 'Conserving the common properties in appropriate and inexpensive way through the collective action of the people', 'Allocating funds received from the government among various implementing agencies' and 'Ensuring clarity in the implementation of various programmes'.

10. The officials view regarding the role performance during implementation stage were, 'Formation of neighbourhood groups for the successful implementation of grassroot level plans', 'Reducing the chances of corruption through the direct involving of people and making through transparent', 'Achieving equity in the distribution of goods and services', 'Encouraging the people to attend the meetings held by the experts regularly' and 'Conducting regular *grama sabha* meetings and trainings etc. to make the people more efficient in implementation.
11. The role performance of non-official leaders in evaluation stage, as perceived by them were, 'Submitting the reports before the *grama sabha* in the prescribed proforma after the completion of each project', 'Finalising the accounts of various projects and preparation of their projects', 'Monitoring and assessing the results of all the projects', 'Highlighting the results of the programmes to make the people appreciate its beneficial aspects', and 'Sharing the results with other people and scientists for finding out the drawbacks'.
12. The role performance of official leaders in evaluation stage were 'Submitting the reports before the *grama sabha* in the prescribed proforma after the completion of each project', 'Monitoring and assessing the results of all the projects', 'Finalising the accounts of various projects and the preparation of their projects', 'Highlighting the results of the programmes to make the people appreciate its beneficial aspects and 'Making the active participation of people in the evaluation process to make the projects more feasible to them'.

13. Regarding the categorisation of respondents based on their level of role perception, majority of the non-official and official leaders were under 'high' category. Whereas the majority of official leaders (64%) comes under 'high' category.
14. With respect to the classification of respondents based on their level of role performance almost all the non-officials and majority of officials were under 'High' category.
15. The relationship between the role perception and role performance of non-official leaders as well as the official leaders was positive and significant.
16. There was no significant difference between the non-official and official leaders in terms of their role perception and role performance.
17. The major strengths perceived by the non-official leaders were, 'Progressive outlook', 'creativity', 'High empathy', 'Better self-evaluation' and 'Better team work'.
18. The official leaders perceived 'High scientific orientation', 'Idea about various politices, laws and activity', 'Progressive outlook', 'Higher sense of mutual help' and 'High empathy' were the important strengths inspiring their performance.
19. The weaknesses identified by the non-official leaders in executing their performance were as follows, 'Interested only in the completion of work rather than quality', 'lack of knowledge about power, authority and responsibility', 'Hesitation to share the responsibility with others', 'Limited leadership skills' and 'Ignorance about how to act in the critical stages'.
20. The official leaders perceived that, 'Interested only in the completion of work rather than quality', 'Limited leadership skills', 'Hesitation to share the responsibility with others', 'Habit of procrastination' and 'Reluctance' were their major weaknesses.
21. The major opportunities experienced by the non-official leaders were as follows; 'Close contact with the government as well as people', 'Opportunity to bring the people's problems to the attention of government', 'Using

- unemployed youth for project implementation’, ‘Opportunity for understanding ground realities’ and ‘Proper selection of beneficiaries’.
22. The officials’ opinion about the performance effectiveness due to various opportunities were as follows: ‘Close contact with the government as well as people’, ‘Large area of operation’, ‘Proper selection of beneficiaries’, ‘Conserving common properties in a reasonable manner’ and ‘Opportunity for understanding the ground realities’.
  23. The major threats experienced by the non-official leaders were ‘Less participation of people’, ‘Limited time’, ‘Unnecessary delay in sanctioning programmes’, ‘Rift between President and Secretary’ and ‘Non-availability of resources at proper time’.
  24. The officials opined that ‘Presence of binami committees’, ‘Too much workload’, ‘Area of operation is large’, ‘Rift between President and Secretary’ and ‘Limited time’ were their serious threats.
  25. While ranking the suggestions as perceived by the leaders, it was found that ‘Necessary action must be taken to avoid the delay in sanctioning the programmes and financial allotment by the higher authorities’ as ranked first by the respondents. The least important suggestion observed was ‘The concept of people’s plan should not be dismissed as another political gimmick for concerning votes’.

### **Implications**

In this study both role perception and role performance of different categories of leaders have been studied. In order to use these leaders as catalyst to accelerate changes in the local administration, it is worthwhile to know, What roles are perceived by the leaders? What roles are performed by them? What are the strengths weaknesses, opportunities and threats experienced by these leaders while performing their roles? It was observed from the findings of the study that, it has provided the answers to these queries. It is hoped that it would be verified by the

future researchers and ultimately used for bringing out speedy and desirable changes in the performance of leaders in people's planning programme.

**Suggestion for future research of the study**

- a) The study was confined to one panchayat. Therefore a comprehensive study including leaders from a wider geographical area should be undertaken.
- b) The present study has been under taken only with regard to the leaders of panchayat level. It is suggested that similar studies may be initiated for the Block to assess the existing relationship with these two levels. Since they also play vital role in people's planning programme.
- c) The scope of the present study was restricted to a total system as such. However there is need to study the efficiency of the each group separately.

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\* Originals not seen

# ***APPENDICES***

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## APPENDIX - I

Interview schedule for data collection for the study on, 'LEADERSHIP IN PEOPLE'S PLANNING PROGRAMME - SWOT ANALYSIS

### PART - A

Background information:

- 1) Name of the block :
- 2) Name of the panchayat :
- 3) Name and address of the respondent :  
(Official / Non-official)
- 4) Age :
- 5) Sex :
- 6) Status :

Please put (√) mark in your position/status from the items given below:-

- a) Private employee :
- b) Government employee :
- c) Panchayat member :
- d) Block member :
- e) Neighbourhood member :
- f) Resource person :
- g) Task force member :
- h) Others (specify) :

### PART - B

Role of perception and role performance of the leaders in planning, implementation and evaluation stages of people's planning programme

The roles at leaders level are given. Please go through each item and mention the degree of importance you attach to these roles by putting (√) mark in the appropriate column on the left side of the items under role perception.



Then indicate how far you are able to perform each role by putting (√) mark in the appropriate column in the right side under role performance.

**RESPONSE PATTERN**

- Very important - VI
- Important - I
- Undecided - UD
- Less important - LI
- Not important - NI

**INSTRUCTIONS**

1. Please answer all the items
2. Please do not forget to respond to each statement simultaneously in respect of two categories i.e. role perception and role performance

**RESPONSE PATTERN**

- Always - A
- Often - O
- Sometimes - S
- Rarely - R
- Never - N

Role perception					SI No.	Role of leaders in	Role performance				
VI	I	UD	LI	NI		a) Planning	A	O	S	R	N
					1	Gathering upto date and relevant information in relation to the programme					
					2	Influencing the people to suggest the felt-needs of the locality					
					3	Identifying the gaps in the local development efforts					
					4	Conducting a general survey before the preparation of resource mapping					
					5	Helping to allot the budget on the basis of importance of the programme					
					6	Helping in selection of beneficiaries on the basis of eligibility criteria					
					7	Consulting the concerned experts while preparing the outline for the new project					
					8	Making experienced farmers participate in the preparation of agricultural development plans					
					9	Creating the local enthusiasm for the involvement of people in the planning process to plan viable projects					
					10	Promoting equal chances for men and women to attain the equality of the work					
					11	Initiating and promoting efforts from the grassroot level to provide job opportunities and self-employment					
					12	Motivating and empowering the local self government to take up the new challenge of development					
					13	Presenting the prepared plan before a meeting of official at the grama and block levels for better co-ordination with official efforts and possible financial assistance					
					14	Choosing the projects which use technologies supporting maximum labour use					
					15	Collection and analysis of information about the availability of the resources, prior to allocation of resources					







Sl. No.	Strengths	Agree	Disagree
1	Improved communication skill		
2	More urban contacts		
3	High exposure to mass media		
4	Increased capacity to speak in the public		
5	Greater change agent contact		
6	More information seeking behaviour		
7	High scientific orientation		
8	Better idea about various policies, laws and activities		
9	Increased capacity to influence people		
10	Ability to control the officials		
11	Better problem solving ability		
12	Enhanced critical thinking ability		
13	Increased self-confidence		
14	Progressive outlook		
15	Creativity		
16	High empathy		
17	High achievement motivation		
18	Better self-evaluation		
19	Good initiative power		
20	Better awareness about own responsibilities		
21	Better team work		
22	Higher sense of mutual help		
23	Better co-operation		
24	More political contacts		
25	Others if any, (Please specify) with their degree of importance		

Sl. No.	Weaknesses	Agree	Disagree
1	Habit of procrastination		
2	Laziness		
3	Reluctance		
4	Limited leadership skills		
5	Inferiority complex		
6	Nepotism		
7	Lack of knowledge about power, authority and responsibility		
8	Ignorance about how to act in critical stages		
9	Hesitation to share the responsibility with others		
10	Interested only in the completion of number of works rather than quality		
11	Others if any, (Please specify with their degree of importance)		

Sl. No.	Opportunities	Agree	Disagree
1	Scope for development of various skills		
2	Opportunity for self-evaluation		
3	Opportunity for developing leadership skills		
4	More exposure to mass media		
5	Scope for improving socio-economic status		
6	Opportunity for empowering the people		
7	Close contact with the government as well as people		
8	Opportunity for understanding ground realities		
9	Power to change the decision		
10	Opportunity to reduce corruption		
11	Opportunity to bring people's problems to the attention of government		
12	Proper selection of beneficiaries		
13	Conserving common properties in a reasonable manner		
14	Diversified area of operation		
15	Others if any, (Please specify with their degree of importance)		

Sl. No.	Threats	Agree	Disagree
1	Too much political interference		
2	Mal practices		
3	Presence of binami committees		
4	More external influences		
5	Political and bureaucratic apathy to delegate the power and authority		
6	Clashes over jurisdiction		
7	Lack of administrative support		
8	Lack of proper guidance and supervision		
9	Lack of clear direction from top to bottom		
10	Lack of co-ordination among various departments and institutions		
11	Inadequate clarity of tasks		
12	More number of beneficiaries		
13	Too much workload		
14	Assigning more civil work		
15	High degree of risk involved		
16	High degree of innovativeness		
17	Too much sincerity in work		
18	Limited time		
19	Non-availability of resource at proper time		
20	Less participation of people		
21	Lack of incentives and rewards for good work		
22	Delay in sanctioning programmes and financial allotment		
23	Rift between officials and non-officials		
24	Lack of training to improve the technical know-how		
25	Area of operation is too large		
26	Others if any, (Please specify with their degree of importance)		

#### PART-D

#### SUGGESTIONS TO REVITALIZE PEOPLE'S PLANNING PROGRAMME

Some of the suggestions to revitalize the people's planning programme are given below. Please indicate your agreement or disagreement by marking (✓) in the appropriate column.

Sl.No.	Suggestions	Agree	Disagree
1	Proper communication system which suits the villagers is to be evolved because many of the people are not aware of the meetings eventhough, the formal communication is being made through notices		
2	The <i>grama sabha</i> meetings should be conducted during off periods by enquiring people's convenient timings rather than when the people are busy with their work		
3	Necessary action must be taken to avoid the delay in sanctioning the programmes and financial allotment by the higher authorities		
4	The concept of people's planning programme should not be dismissed as another political gimmick for concerning votes		
5	The non-official and official leaders should not be biased and the selection of beneficiaries should be based on the guidelines prescribed		
6	The facilities of information technology should be made useful in people's planning programme which can serve as a linkage between local bodies, offices and departments		
7	Each section of the administration of people's planning programme must be made open, transparent and responsive to the suggestions of the public, without unduly submissive towards local activities who are connected with the party centre		
8	Proper training and guidance should be given to the freshers especially for the women representatives		
9	In order to discourage the presence of binami committees, mass publicity and participation of people should be ensured		
10	By using computers a complete resource data base can be stored and used for planning and developing the projects		
11	A perspective development plan reflecting the resource potential of the area must be prepared for each panchayat. Based on this plan, the <i>grama sabha</i> has to schedule projects in line with the prepared perspective development plan		
12	Proper training should imparted to the officials about scientific technology and other relevant areas, so as to enable them to help in plan formulation by the <i>grama sabhas</i>		



## APPENDIX - II

List of identified 62 role items of leaders in planning, implementation and evaluation stages of people's planning programme with their total score and rank in both role perception and role performance are given below:

Ranking of roles based on the total score of the respondents on role perception and role performance in planning stage

Sl No.	Role of leaders in	Role perception				Role performance			
		Non-officials (N = 100)		Officials (n = 25)		Non-officials (N = 100)		Officials (n = 25)	
		Total score	Rank	Total score	Rank	Total score	Rank	Total score	Rank
<b>a) Planning</b>									
1	Gathering upto date and relevant information in relation to the programme	410	14	111	3	401	11	114	2
2	Influencing the people to suggest the felt-needs of the locality	476	2	115	1	468	3	119	1
3	Identifying the gaps in the local development efforts	319	22	78	18	314	18	75	14
4	Conducting a general survey before the preparation of resource mapping	462	4	102	9	440	6	95	7
5	Helping to allot the budget on the basis of importance of the programme	392	17	99	10	377	12	94	8
6	Helping in selection of beneficiaries on the basis of eligibility criteria	499	1	114	2	476	2	98	6
7	Consulting the concerned experts while preparing the outline for the new project	429	9	103	8	417	8	93	9
8	Making experienced farmers participate in the preparation of agricultural development plans	404	15	106	6	339	17	98	6
9	Creating the local enthusiasm for the involvement of people in the planning process to plan viable projects	460	5	98	11	409	9	90	10
10	Promoting equal chances for men and women to attain the equality of the work	439	6	108	5	428	7	94	8
11	Initiating and promoting efforts from the grass-root level to provide job opportunities and self-employment	419	11	104	7	401	11	84	12
12	Motivating and empowering the local self government to take up the new challenge of development	335	21	82	17	310	20	72	15

13	Presenting the prepared plan before a meeting of official at the grama and block levels for better co-ordination with official efforts and possible financial assistance	426	10	103	8	504	1	110	3
14	Choosing the projects which use technologies supporting maximum labour use	382	18	94	12	354	14	51	17
15	Collection and analysis of information about the availability of the resources, prior to allocation of resources	463	3	99	10	417	8	93	9
16	Building up of strong technical support groups	371	19	87	15	348	16	85	11
17	Promoting and utilizing democratic principles to improve the quality of people's planning programme	416	12	89	14	375	13	77	13
18	Arranging necessary inputs like equipment, raw materials etc. before the beginning of the new project	435	7	109	4	404	10	85	11
19	Encouraging the people not only in listing the problems but also in suggesting solutions from their life situation	367	20	93	13	311	19	75	14
20	Thinking ahead of the cost involved in the implementation of the project	411	13	108	5	456	4	103	4
21	Including each and every item suggested by the grama sabha in the final plan	294	23	83	16	220	21	57	16
22	Blending of the traditional knowledge of the experienced people in the developmental plan	393	16	103	8	350	15	90	10
23	Striving to involve the weaker sections in the decision making process to make viable projects	433	8	106	6	445	5	99	5

**Ranking of roles based on the total score of the respondents on role perception and role performance in implementation stage**

Sl No.	Role of leaders in Implementation process	Role perception				Role performance			
		Non-officials (N = 100)		Officials (n = 25)		Non-officials (N = 100)		Officials (n = 25)	
		Total score	Rank	Total score	Rank	Total score	Rank	Total score	Rank
1	Implementation of various planned programmes for the benefit of weaker sections	440	17	113	3	445	11	107	7
2	Implementing the various programmes according to the interest of the political bosses	409	23	90	18	368	22	84	19
3	Periodical control over the beneficiaries to ensure the quality and timely supply of inputs	487	6	108	7	379	20	74	21
4	Timely decision making and implementation of various programmes	440	17	109	6	484	6	99	11
5	Appointing separate task force for each sector	399	24	108	7	415	19	89	17
6	Encouraging the people to attend the meetings held by the experts regularly	439	18	106	9	444	12	110	4
7	Ensuring clarity in the implementation of various programmes	459	13	109	6	494	5	108	6
8	Providing guidance and services to the people	448	14	107	8	484	6	106	8
9	According priority to the completion of work rather than spending time in perfection of the work	394	25	103	10	365	23	80	20
10	Proper and timely utilization of available resources to improve the efficiency of the programme	501	3	114	2	421	17	94	13
11	Guiding the people to analyse the problems in implementation on the basis of their past experience	412	22	99	12	374	21	88	18
12	Implementing only one or two projects at a time rather than many projects at a time	365	26	91	17	201	28	58	25
13	Designing small side trails to investigate and test potential solution	421	21	90	18	209	27	50	26
14	Recognising and encouraging the participation of various individuals	434	19	93	15	433	16	98	12
15	Reducing the chances of corruption through the direct involving of people and making through transparent	518	2	112	4	455	9	113	2

16	Conducting regular <i>grama sabha</i> meetings, training etc. to make the people more efficient in implementation	478	7	110	5	476	7	109	5
17	Establishing direct contact with the beneficiaries personally whenever time permits	469	10	98	13	350	24	70	23
18	Helping the beneficiaries to get adequate funds from various sources	441	16	98	13	440	14	91	15
19	Providing infrastructure to organize training programmes in the villages	361	27	84	19	322	25	73	22
20	Maintaining separate accounts for each project under implementation	444	15	109	6	458	8	105	9
21	Bringing local resources and the means of production progressively within the control and direction of the local community in order to made equality a reality	441	16	99	12	442	13	90	16
22	Achieving equity in the distribution of goods and services	471	9	101	11	518	2	112	3
23	Allocating funds received from the government among various implementing agencies	460	12	98	13	497	4	105	9
24	Maintaining proper linkage both the govt. and the local beneficiaries to bring the problems of beneficiaries to the attention of govt.	464	11	103	10	419	18	89	17
25	Active involvement of people in the implementation process to make the projects more useful to them	531	1	118	1	438	15	103	10
26	Conserving the common properties in appropriate and inexpensive way through the collective action of the people	476	8	97	14	498	3	103	10
27	Making frequent visits to meet the people staying in the interior places of the village	425	20	99	12	287	26	60	24
28	Establishing an ideal environment throughout the implementation by working hard on the given task	493	4	92	16	448	10	92	14
29	Formation of neighbourhood groups for the successful implementation of grassroot level plans	489	5	109	6	521	1	116	1

Ranking of roles based on the total scores of respondents on role perception and role performance in evaluation stage

Sl No.	Role of leaders in evaluation process	Role perception				Role performance			
		Non-officials (N = 100)		Officials (n = 25)		Non-officials (N = 100)		Officials (n = 25)	
	(c) Evaluation	Total score	Rank	Total score	Rank	Total score	Rank	Total score	Rank
1	Rewarding the individuals on the basis of their performance	456	9	100	7	330	9	77	9
2	Reviewing the progress of the ongoing programme on a regular basis	458	8	102	6	433	8	92	8
3	Making active participation of people in the evaluation process to make the projects more feasible to them	531	2	116	2	443	7	103	5
4	Sharing the results with other people and scientists for finding out the drawbacks	490	6	110	4	478	5	98	6
5	Highlighting the results of the programmes to make the people appreciate its beneficial aspects	536	1	114	3	514	4	110	4
6	Giving feedback information on the programmes implemented to the concerned authorities	459	7	86	8	455	6	97	7
7	Submitting reports before the <i>grama sabha</i> in the prescribed proforma after the completion of each project	492	5	107	5	540	1	119	1
8	Monitoring and assessing the results of all the projects	520	3	121	1	525	3	116	2
9	Finalizing the accounts of various projects and the preparation of their reports	515	4	110	4	533	2	114	3
10	Organizing seminars to share the results of all the projects	364	10	81	9	327	10	63	10

### APPENDIX - III

List of major strengths, weaknesses, opportunities and threats experienced by the leaders in people's planning programme with a total score and rank

#### I. Strengths

Sl. No.	Item	Non-officials (n=100)		Officials (n=25)	
		Total Score	Rank	Total Score	Rank
1	Improved communication skill	190	6	40	6
2	More urban contacts	162	12	38	7
3	High exposure to mass media	162	12	40	6
4	Increased capacity to speak in the public	194	4	40	6
5	Greater change agent contact	190	6	36	8
6	More information seeking behaviour	170	11	44	4
7	High scientific orientation	176	10	50	1
8	Better idea about various policies, laws and activities	186	8	50	1
9	Increased capacity to influence people	180	9	30	10
10	Ability to control the officials	190	6	32	9
11	Better problem solving ability	186	8	38	7
12	Enhanced critical thinking ability	188	7	45	5
13	Increased self-confidence	196	3	32	9
14	Progressive outlook	200	1	48	2
15	Creativity	200	1	46	3
16	High empathy	200	1	48	2
17	High achievement motivation	190	6	44	4
18	Better self-evaluation	198	2	46	3
19	Good initiative power				
20	Better awareness about own responsibilities	190	6	40	6
21	Better team work	198	2	44	4
22	Higher sense of mutual help	196	3	48	2
23	Better co-operation	180	9	45	5
24	More political contacts	194	4	30	10
25	Better technical knowledge	160	13	44	4
26	Increased research experience	160	13	36	8
27	Strong determination	192	5	40	6

## II. Weaknesses

Sl. No.	Item	Non-officials (n=100)		Officials (n=25)	
		Total score	Rank	Total score	Rank
1	Habit of procrastination	108	8	30	4
2	Laziness	100	9	26	6
3	Reluctance	120	6	28	5
4	Limited leadership skills	140	4	34	2
5	Inferiority complex	98	10	26	6
6	Nepotism	115	7	18	7
7	Lack of knowledge about power, authority and responsibility	170	2	20	8
8	Ignorance about how to act in critical stages	130	5	26	6
9	Hesitation to share the responsibility with others	160	3	32	3
10	Interested only in the completion of number of works rather than quality	174	1	40	1

## III. Opportunities

Sl. No.	Item	Non-officials (n=100)		Officials (n=25)	
		Total score	Rank	Total score	Rank
1	Scope for development of various skills	178	7	26	8
2	Opportunity for self-evaluation	178	7	36	6
3	Opportunity for developing leadership skills	180	6	42	5
4	More exposure to mass media	170	9	30	6
5	Scope for improving socio-economic status	175	8	28	7
6	Opportunity for empowering the people	180	6	34	5
7	Close contact with the government as well as people	200	1	50	1
8	Opportunity for understanding ground realities	196	2	42	4
9	Power to change the decision	188	4	30	6
10	Opportunity to reduce corruption	168	10	26	8
11	Opportunity to bring people's problems to the attention of government	200	1	30	6
12	Proper selection of beneficiaries	190	3	46	3
13	Conserving common properties in a reasonable manner	188	4	42	4
14	Diversified area of operation	186	5	48	2
15	Using unemployment youth for project implementation	196	2	30	6
16	Opportunity for using data based information system	180	6	34	5

#### IV. Threats

Sl. No.	Item	Non-officials (n=100)		Officials (n=25)	
		Total score	Rank	Total score	Rank
1	Too much political interference	150	16	40	5
2	Malpractices	158	15	30	9
3	Presence of binami committees	160	14	48	1
4	More external influences	120	20	38	6
5	Political and bureaucratic apathy to delegate the power and authority	162	13	28	10
6	Clashes over jurisdiction	170	10	38	6
7	Lack of administrative support	140	17	30	9
8	Lack of proper guidance and supervision	130	19	26	15
9	Lack of clear direction from top to bottom	166	12	30	9
10	Lack of co-ordination among various departments and institutions	116	21	27	11
11	Inadequate clarity of tasks	168	11	36	7
12	More number of beneficiaries	188	5	40	5
13	Too much workload	188	5	48	1
14	Assigning more civil workload	140	17	28	10
15	High degree of risk involved	180	8	38	6
16	High degree of innovativeness	185	6	38	6
17	Too much sincerity in work	170	10	30	9
18	Limited time	193	2	45	3
19	Non-availability of resource at proper time	190	4	44	4
20	Less participation of people	196	1	40	5
21	Lack of incentives and rewards for good work	140	17	28	10
22	Delay in sanctioning programmes and financial allotment	191	3	32	8
23	Rift between officials and non-officials	191	3	46	2
24	Lack of training to improve the technical know-how	184	7	30	9
25	Area of operation is too large	176	9	46	2
26	Lack of too large consensus	170	10	38	6
27	Women representatives without experiences	188	5	38	6



## APPENDIX - IV

### SUGGESTIONS TO REVITALIZE PEOPLE'S PLANNING PROGRAMME

Some of the suggestions to revitalize the people's planning programme with there total score are given below.

Sl. No.	Suggestions	Non-officials (n=100)	Officials (n=25)
1	Proper communication system which suits the villagers is to be evolved because many of the people are not aware of the meetings eventhough, the formal communication is being made through notices	224	44
2	The <i>grama sabha</i> meetings should be conducted during off periods by enquiring people's convenient timings rather than when the people are busy with their work	226	44
3	Necessary action must be taken to avoid the delay in sanctioning the programmes and financial allotment by the higher authorities	240	50
4	The concept of people's planning programme should not be dismissed as another political gimmick for concerning votes	80	24
5	The non-official and official leaders should not be biased and the selection of beneficiaries should be based on the guidelines prescribed	236	46
6	The facilities of information technology should be made useful in people's planning programme which can serve as a linkage between local bodies, offices and departments	180	32
7	Each section of the administration of people's planning programme must be made open, transparent and responsive to the suggestions of the public, without unduly submissive towards local activities who are connected with the party centre	160	36
8	Proper training and guidance should be given to the freshers especially for the women representatives	236	48
9	In order to discourage the presence of binami committees, mass publicity and participation of people should be ensured	230	46
10	By using computers a complete resource data base can be stored and used for planning and developing the projects	188	28
11	A perspective development plan reflecting the resource potential of the area must be prepared for each panchayat. Based on this plan, the <i>grama sabha</i> has to schedule projects in line with the prepared perspective development plan	216	42
12	Proper training should imparted to the officials about scientific technology and other relevant areas, so as to enable them to help in plan formulation by the <i>grama sabhas</i>	210	40

# **LEADERSHIP IN PEOPLE'S PLANNING PROGRAMME - SWOT ANALYSIS**

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## **ABSTRACT OF THE THESIS**

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## **ABSTRACT**

This study on "Leadership in people's planning programme - SWOT analysis" was designed to measure the role perception and role performance of different categories of leaders, as well as the strength, weakness, opportunity and threat elements associated with the role performance of leaders in people's planning programme. This study was conducted in Thrissur district of Kerala state which was purposively selected. The sample selected for the study comprised two categories of leaders consisting 100 non-officials and 25 officials.

In role perception, the roles like; proper selection of beneficiaries and identification of felt needs of the people were emerged as the most important by both categories of leaders in planning stage. As in case of implementation stage, they were active involvement of people in the implementation stage, making transparency and effective utilisation of resources. Highlighting the beneficial aspects, involving people. In evaluation stage, monitoring and assessing and submitting the reports before the gramma sabha were perceived as the most important roles perceived by both categories of leaders. Regarding the role performance, in planning stage both categories of leaders performed the roles well together were co-ordination of officials, identification of felt needs, cost of the projects and decentralisation in decision making. In implementation stage both categories of leaders performed the roles like, the neighbourhood formation and equitable distribution of benefits. Whereas in case of evaluation stage, they were report submission, preparation of accounts of the project, monitoring and assessing results and highlighting the results.

The study revealed that majority of non-officials and official leaders belonged to 'high' category of role perception and role performance. It was found that there was no significant difference among the two categories of leaders regarding their role perception and role performance. In case of relationship

between role perception and role performance of non-official and official leaders was positive and significant.

Different strengths, weaknesses, opportunities and threats experienced by the non-officials and officials while performing their roles were identified. The study drew attention to the emerging need of taking necessary action to avoid the delay in sanctioning the programmes and financial allotment by the higher authorities.