

# Consultation Workshop on IEC & Communication Strategy for PRIs

UNDP- “Capacity Development for Local  
Governance” Project

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**Organized by: UNDP- CDLG, Project, Department of Panchayati Raj, Bihar**

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# 1. Executive Summary

**M**ahatma Gandhi, the Father of the Nation once stated, "Independence must begin at the bottom ... it follows, therefore, that every village has to be self-sustained and capable of managing its affairs..." Drawing his inspiration from the traditional Panchayats, 'village republics', which he called Panchayati Raj, he believed that democratic freedom has to be founded in institutions of self-government in every village in India. Sadly, Gandhi's village republics are yet to take shape in Bihar due to a number of hindrances like poverty, illiteracy, corruption and above all lack of awareness and information.

For sustainable and holistic development in the rural areas, communication planning is an integral part of planning for sustained development. Human society has developed largely due to its ability to communicate information and ideas and to use them for progress. The success of any government scheme is critically dependent on the participation of the people, particularly target groups. To enable people to participate in the development process, it is necessary that people have adequate knowledge about the government's policies and schemes. Information, Education and Communication, therefore, assumes added significance in the context of development.

To work out an IEC and communication strategy for PRIs as part of Capacity Development for Local Governance, a two-day consultation workshop was conducted by the Department of Panchayati Raj, Bihar supported by UNDP in which officers from Panchayati Raj department, Rural Development, Urban development, PRIA, CENCORD, The Hunger Project, BGVS, CEDPA, PRAXIS, UNICEF, UNDP, IPRD, BIPARD and Department of Field Publicity apart from PRI members and IEC experts were present.

Capacity Development for Local Governance (CDLG) is a joint venture of the Government of India and UNDP which is implemented by the Ministry of Panchayati Raj (MoPR) in seven UNDAF states, namely Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Orissa, Rajasthan, and Uttar Pradesh. State governments and UNDP are partners in the project. In each state, the Responsible Party for this project is the Panchayati Raj Department of the State Government.

The Government of India-UNDP- Project "Capacity Development for Local Governance" (CDLG) is implemented by *Ministry of Panchayati Raj* (MoPR)/ in the State of Bihar through Department of Panchayati Raj, Bihar. The Project aims at strengthening institutions and mechanism so as to enhance capacity of elected representatives and functionaries for human development oriented, inclusive planning, implementation, and improved accountability in local governance.

The major objective of the CDLG project is to improve the capabilities of the elected representatives and officials of PRIs so as to enable them to perform their functions better.

In view of the objectives outlined for CDLG, the aim of the workshop was to present new ideas, innovative approaches, and field experience and identify tools and medium for awareness generation in PRI and the community. The purpose was to facilitate the exchange of knowledge and perspectives among various stakeholders and to stimulate discussion so that a practical and step-wise approach to strategic planning for IEC programmes for the PRIs could be initiated.

The participants agreed that research and proper planning form the foundation of an effective communication campaign. Knowing the needs of the population and the best means of reaching that audience are crucial in achieving the goal of raising awareness and, ultimately, changing attitudes and behaviors.

The key is to determine the needs and desires of the audience, then deliver messages and products that offer real benefits. Many social change campaigns fail because the message is not meaningful or relevant and consequently not motivating to members of the target audience.

IEC plays a pivotal role in creating awareness, mobilizing people and making development participatory through advocacy and by transferring knowledge, skills and techniques to the people. It is also critical for bringing about transparency in implementation of the programmes at the field level and for promoting the concept of accountability and social audit.

After thorough discussion and exchange of issues, ideas and possible solutions, it was agreed that a partnership could be developed between the government, NGOs and media experts to finalize the guiding document for IEC and communication strategy for the PRIs.

## 2. WORKSHOP PROCEEDINGS

### Day One

#### Welcome and introduction

**Ms. Seema Singh**, State Project Coordinator, CDLG, Department of Panchayati Raj, Bihar welcomed the workshop participants and introduced the objectives of the workshop. She said the purpose of the workshop was to prepare a framework for IEC and communication strategy for PRIs so that the participation of the community is improved at the grassroots. As there was no planned intervention for PRIs by the Department of Panchayati Raj, a need was long felt to find out ways for strengthening Panchayati Raj in Bihar.



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### Key areas of discussion

Some of the key points that came out strongly in the workshop are as given below:

1. If issues are identified, it is easier to work around them.
2. Proper Planning is a must
3. Clarity of design is essential
4. Field testing plays very important role for strategy building.
5. Programmes are critically dependent on the awareness level about them, transparency in the implementation process at the field level, participation of the people in the development process and promoting the concept of Social Audit for ensuring accountability.
6. Appropriate IEC activities are an essential part of actualizing the communication strategy.

imed at increasing participation of women in the whole mechanism. She said people from various sectors having experience of working with panchayats had gathered in the workshop to share knowledge for making an effective communication strategy for working with the three tier system of panchayat. The consultation also aimed at finding out the possible roles for various stakeholders. The recommendations of the consultation would make way for the preparation of the final guiding document for IEC and communication strategy.

**I**n his inaugural address, **Mr. Girish Shankar**, Principal Secretary, PRD, Bihar, said that panchayats were born out of Mahatma Gandhi's vision of *svaraj* but despite being part of various schemes of the government like NREGS, PDS etc., the Department of Panchayati Raj had no fixed scheme for the panchayats. It is important to develop communication tools and strategy in a way so that the concerns of the last man in the society can be addressed. People should be able to understand their rights and duties and also know what the government is doing for them? It is also important to find out the areas where a panchayat can take action itself? There is a need for a change in the mindset of PR representatives. Only PRI training is not enough so knowledge sharing is required. Stakeholders should understand their role.

Right implementation of schemes is required as there is a common perception that funds will be wasted if given to panchayats. There is also an urgent need to make *gram sabha* representative.

Many times big problems have small solution. To make governance successful under panchayati raj, we need to be able to come up with a good strategy for which holistic planning is required.

Doordarshan is giving one hour slot every week on panchayats, every Saturday at 6 p.m. "We have to think of utilizing such opportunities to disseminate information to the grassroots. The first step for communication strategy is to work in partnership.

## Technical Session



### **Experience Sharing by BIPARD & NGOs on Capacity Building of PRIs and need of IEC strategy**

**I**n the first technical session, **Mr. V K Pathak**, Deputy Director, BIPARD, nodal agency for PRI

functioning, shared his field learning in conceptual manner giving out details of various forms of IEC.

He said that some forms of IEC which are most popular and widely used can be divided into five or six groups, which are as follows –

1. IT enabled IEC – This is yet to be initiated in Bihar. It is being used by Kerela very effectively. In this form, software is developed for creating modules which are specific to the needs. He said, in a state like Bihar, it will take time to replicate this method as here literacy level is low.
2. SATCOM – This is satellite based IEC. Steps are underway for using this as a promotional tool in Bihar. In this type, videoconferencing, networking etc., are used as a communication tool.
3. Communication based IEC – This is done through electronic and print media. In other states, this type of IEC is being better utilized.
4. Physical based IEC – This is done through street plays, *kala jatha*, and other forms of cultural activities for creating awareness. As there are revenue and human resource constraints, this method could not percolate down to the panchayats. But it should be done as it is very effective.
5. Display based IEC – Flex and hoardings are an example of this type of IEC. This is one of the most popular forms of IEC. This type of IEC has a very important role as it is the most effective. It can be used effectively for awareness in panchayats as it suits our socio-economic strata. However, pictorial representation is the best while using this strategy.
6. Case based IEC – In other words, it is a simulation strategy. Good practice found elsewhere can be simulated in other places. It has its limitations as the intellect level of the people should be high to understand it.

Mr. Pathak summed up saying for IEC to be effective, it should be case made for the target group. Physical based IEC will be fruitful in a state like Bihar, he added.

Reacting to Mr. Pathak's speech, an NGO participant having field experience of working in MP had the following to add:



Any strategy should be prepared keeping in mind three things which are –

1. How to enhance Gram Sabha participation?
2. How planning could be done for Gram Sabha?
3. How will social audit be done for Gram sabha?

The participant said that training elected representatives alone will not help as information may not trickle down to the Gram Sabha. Many times the people's representatives do not let the information to reach the bottom.

At this point, Mr. Girish Shankar said that rather than putting blame on the elected representatives, emphasis should be on how to bring attitudinal change in them. "If there is a relevance of the strategy to the lives of the people, acceptance will improve," he said. He also said that there was lot of communication gap which needs to be addressed. There should also be clarity between the service provider and the target group.

In his speech, **Mr. Ashok Sinha, Director, CENCORD** threw light on how the panchayats were functioning minus a support system. He said that 19 departmental activities had been given to them but they were working only on three to four like NREGS, IAY etc. BIPARD had prepared a Compendium of Development Schemes which had 235 schemes listed in them but people had no information about those schemes. About 60 to 70 per cent *mukhiyas* do not know who their ward representatives are? The *mukhiyas* were not even aware about the statutory committees that need to be formed. *Gram Sabha* is not being held in many panchayats. The Panchayat Bhawans are being used by *mukhiyas* for their personal use and most of the times; the panchayat office is maintained at the mukhiya's home. Before anything else happens, *Gram Sabha* and formation of committees is a must. The lowest base of PRIs is a ward so the orientation of ward representatives is also necessary. In every meeting, only mukhiya and sarpanch is called, so the ward members remain aloof. There is a divide between *mukhiyas* and ward representatives. However, there is another threat that if ward representatives are involved in implementing schemes, *mukhiyas* may see them as their rivals. If the issues involved are not addressed, any effort at making a communication strategy will be piecemeal and sporadic. He also said the panchayat is the most effective organization to reach people, governance and development wise.

Commenting on Mr. Sinha's input, Ms. Seema Singh said that some PRI members are doing good work which needs to be acknowledged. There are a number of reasons – administrative and other issues - which play a role in the proper functioning of PRIs so blame cannot be put on any one cause.

A participant said that his organization had developed “Gram Svaraj ki Pothi” which explains everything related to Gram Panchayat in a simple manner starting from Panchayati Raj Act, number of meetings to be called, mukhiya’s powers etc.

It was said that something similar could be done for the elected representatives in Bihar.

**Mr. Anindo Bannerjee, Head, Programme Initiatives, Praxis** said for institutional development, policy reform is also required. He stressed that panchayats should not be seen as passive recipients of IEC imports. It is important to note whether they are able to respond to the messages being transferred to them. As this is a political issue, so no discussion can be apolitical.



We should keep ourselves in the shoes of the villagers and try to understand what should be their urge to go to the Gram Sabha. It is not reasonable to put demands on them when we are not able to understand their issues. When they are guaranteed of being heard, they will come to the Gram Sabha. Planning needs to be done at the level of ward and then brought to the panchayat level. Any communication strategy should go hand in hand with reform strategy.

**Deputy Director, PRD, Mr. Sanjay Kumar** said that there was a need for a simplistic strategy.



**Dr Anand, mukhiya, kamhara panchayat, Bihta block, Patna** gave first hand view of the bottlenecks in the functioning of panchayats. He said that it was true that many panchayats were functioning out of *mukhiya’s* pocket. He said that the system had totally collapsed and needs to be brought to track. Besides, people should be made aware of their rights.

“When I held my first Gram Sabha, I had to announce on a loudspeaker. There was good attendance. But when people’s voice is not heard or the people’s representatives are not able to stand up to people’s expectations, the attendance in Gram Sabha begins to fall,” he said.

People in villages are illiterate and not aware about their rights and duties. They are not aware about ward members. Ward members are not aware about their duties. The panchayat members

have to work for their livelihood as well. When meetings are called, their entire day goes wasted which means they lose their wages. They don't get any returns from the panchayat as well. If the decision taken in the Gram Sabha is implemented, people will begin to take interest.

Village panchayats are the worst sufferers as they have no resources. The panchayat secretary has lots of tasks on his head and he is not able to attend to the people's grievances. There is no monitoring of the schemes and beneficiaries. For instance the benefits of *Kanya Vivah Yojna* are being extracted by people who are not even eligible for it and there is no check and balance. Different schemes are facing issues like corruption, red tapism etc. People are not aware about the requirements to be met for receiving the benefits of any scheme.

**A**greeing to Dr. Anand's speech, **deputy director, PRD, Mr. Sanjay Kumar** said that panchayats have no power. 20 departments have done devolution but if devolution is not in terms of 3 F (Fund, Functions and Functionaries), Gram Sabha, functioning of Standing Committees etc., nothing much can be achieved. A realistic approach is required along with constant monitoring. He advised that NGOs should adopt panchayats, zilas etc. Kerela is far more advanced compared to Bihar as there the panchayats have their own functionaries and their own resources. They are in a mature phase. All the panchayats have been computerized and they take their own tax.

In his presentation, **Sujeet Verma** from the Hunger Project spoke about gender perspective in IEC material. He said that in any form of communication strategy, women should be properly represented.



He said the following points need to be understood before launching a communication strategy.

1. Perspective with which IEC material needs to be designed
2. For whom – whether literate or illiterate? What will be the attraction point so that people are attracted towards the communication strategy?
3. Responsibility towards the message. Proper preparation for feedback and being ready with replies. People should be listened to

**Mr. Amit Kumar Sinha, PRD** said panchayats need to be

strengthened in terms of revenue. In place of *gram sabha*, ward sabha can be held

**Mr. Ashok Sinha** added the decisions taken in Gram Sabha cannot even be challenged in the Lok Sabha. System engineering is required for strengthening of panchayats. He said that Panchayats are an elected body which has been linked with selected (appointed) body so there are problems in their functioning. The linkage of PRIs should have been done with MLAs and MPs who are people's representatives like the PRI members.

A participant from the Department of Panchayati Raj said the linkage is for monitoring misuse. Besides, there is a Mukhyamantiri Janshikayat Koshang to register complaints if PRI members have any problems.

**Mr. Parmanand Mishra** from the **Dept. of Field Publicity** said that cultural activities like songs and drama have an important role in creating awareness. When people are made aware, they seek answers.

**Mr. Sanjay Kumar** asked: What is the sustainability of the IEC strategy involved? If there is no change in behavior, it is useless so its impact needs to be studied and understood.

**Ms. Vibha Singh**, member, Panchayat Samiti, Kanchanpur, Bihta said that PRI members are not that well-educated. Their aim is not to bring about the welfare of the people but they think about the benefits that they can extract. Poverty and illiteracy are the main reasons for this. She alleged that government officers take benefit of this situation. She suggested that women representatives should be trained in their own language. If they do not understand their role and various procedures to be followed, then how will they bring change?

**Mr. Harsh** from **UNDP** spoke about ways to bring about collective action.



He said: As collective decision making is a difficult and tedious process. It can happen through three ways

1. Leadership
2. Design- It should be designed in a way that it is fruitful

For panchayat's effectiveness, the superstructure (administration) needs to be improved

3. Incentive – (What is involved?)- Whether positive or negative

“Most important, if the mass is informed but there is no grievance redressal system. Then who will take risk? When awareness level is increased, people would be made aware of their rights but is the government ready to take the responsibility? We need to think on these lines as well,” he said.



**A**t this point, **Mr. Anindo Bannerjee** commented that it needs to be understood whether we are looking for big impact or small changes. The clarity of the agenda is very important. Besides, lots of political choices need to be made for a communication strategy like this. There are chances that people will get disillusioned. There should be space in the design for the agenda.



**M**aster trainer, **Mr. Shyam Nivas**, said that training also needs to be imparted to some of the senior citizens of the panchayats apart from elected representatives.

**Mr. Vidyarthi Jitendra Kumar**, MRP, Patna sharing his experience of training district resource persons said that information is not reaching on all the three tiers of the panchayat.

Expressing hope that the consultation workshop will help in formulating strategy for communication, **IPRD, Joint Director, Mr. Shiv Kapur** said that it is most important to understand whether the representatives are aware about the government's schemes and the people know the benefits they can get from their representatives. The training needs to be given at district and block level.



People should be given the message in a simple and attractive way. By involving children through debates and other competitions, children can be used as change agents.

He also said that IPRD can support the communication strategy.

**Screening of documentary film** showcasing success story of Hiware Bazaar gram panchayat of Maharashtra which received President's award in 2007.

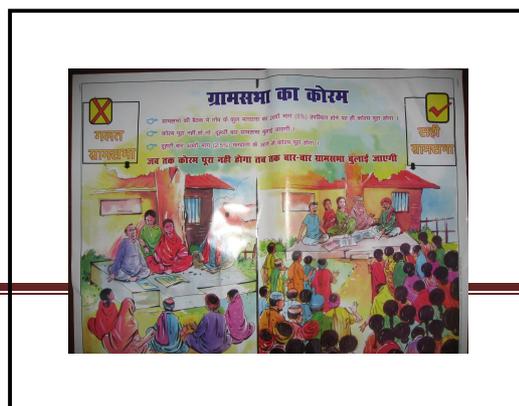
The film showed how a model panchayat should be in the real sense.

It defined *svaraj* in the following way -

Self Planning + Self Decision = Self Rule (*svaraj*)

**Mr. Sujeet Verma** displayed IEC posters developed by The Hunger Project

The posters were informative and most of the participants agreed that such posters are not being displayed in any of the panchayats but when something like this is done, it can be very effective. Even *mukhiyas* agreed that awareness level will go up with such displays. It should be done as a campaign.



**Mr. Malviya**, Director, Department of Field Publicity said that panchayat has not been given full powers in our state. Financial decentralization of power to panchayats has been done in West Bengal and Kerela but not in Bihar. Here all financial powers vest in BDO, DDC and DM.

**Mr. Kamlesh Kumar Choudhary**, block pramukh, Phulwarisharif who had visited Hiware Bazaar as part of a team sent by PRD, Bihar said that it cannot be replicated in Bihar as the social milieu is different in Bihar. “We also want to do something like Hiware Bazaar but there are lots of road blocks as elected panchayat representatives here do not have the powers,” he said.

**Mr. Malviya** opined that the solution lies in *Jankari* (information to common people and elected representatives) which will lead to *Samjhdari* (understanding) which in turn will help increase *Bhagidari* (people’s participation), which will finally help in inculcating *Imandari* (Honesty as through RTI, people’s vigilance).

When people become aware of schemes and get benefits, problems like *naxalism* can be solved. Such vision is lacking in Bihar, he said. It is necessary to focus the IEC strategy on the target group depending on their literacy level. The strategy should also have space for a grievance redressal mechanism.

He suggested there should be a compendium or handbook for representatives to be made available in all the panchayats.

He divided IEC into two categories -

Publicity – Free (for government schemes) - AIR, Doordarshan, PIB, Dept. of Field Publicity

Advertisement – Paid

He informed the participants that there is a committee called Inter Media Publicity Coordination Committee which holds monthly meeting to discuss future course of action for media strategy. He suggested that one nodal officer can participate from the Department of Panchayati Raj and partnership avenues can thus be developed. Apart from that the Department of Field Publicity has 8 field offices in Bihar which can help in the capacity building and motivation of PRIs.

## **Presentation by Department of Panchayati Raj**

In its presentation, PRD gave a brief overview of the PRIs in Bihar and the steps being taken to strengthen them by the Department.

Books and Flipcharts for trainers developed by PRD were displayed. PRD has developed Training Books for PRIs representatives in 4 vol. i.e. *Apni Pehchan, Jimmewari, Jankari & Hisab Kitab*.

## Steps being taken by PRD

- Under BRGF SATCOM (Satellite based training programme) is being proposed to be implemented and there is also a programme to train PRIs from Patna Planetarium Studio.
- A quarterly news letter is also proposed to be published.
- *Gram Sabha Kala Jatha* (IPTA/IPRD) and Radio/ TV Programmes are being proposed.
- A Flip Chart prepared with regard to PRIs.
- Under BRGF IT Cell a call center is under trial for providing information regarding PRIs.
- FAQs are also being developed.

For functionaries, module for *Panchayat Sachiv* published in 8 volume has been developed and for trainers module for training of trainers for DRP has been developed.

## Closing session

Amitabh Pandey, IEC consultant, UNICEF said that IEC material forms a small part of the whole communication strategy. He ended the day's discussion by putting forward a problem statement which matched with the underlined objectives of the consultation workshop.

### Problem Statement

What should be the communication strategy of Panchayati Raj Department of Bihar so that the importance of Gram Sabha is understood by all its members and all the objectives of the Gram Sabha are met? How can the panchayats be empowered and the community made to take interest in participation?

## Day Two

# Importance & need of IEC

## Strategy

After a brief recap of the proceedings of Day One, the IEC consultant, Mr. Amitabh Pandey held an IEC exercise in which four volunteers were asked to stand in four directions without looking at each other and work on a sheet of paper following the instructions of the IEC expert. When all the instructions had been given and duly followed, the volunteers were asked to show their sheet of paper. They came up with four different designs.



At this point, the IEC consultant asked the participants of the workshop what could have been the reasons behind the different designs although all the four participants playing the game were working in the same field, had a similar kind of experience and were given the same directions.

## **Inputs from the participants**

1. The directions were being transferred but not the goal so the variance in design.
2. The difference was because of the perception of each individual.
3. The directions should be given clearly.
4. Both verbal and visual direction should have been given.
5. Eye contact with the participants is a must.
6. Only directions were given – No feedback or listening. The process was not made interactive. It is very important to understand whether we are only saying what we have to say or we are also ready to listen.
7. We say a lot of things, impart a lot of message but we are not aware of the overall impression on the target

**After the IEC game, Mr. Pandey made a presentation titled “Are you listening?” which underlined the thought, planning and methodology to be adopted before plunging into any IEC exercise.**

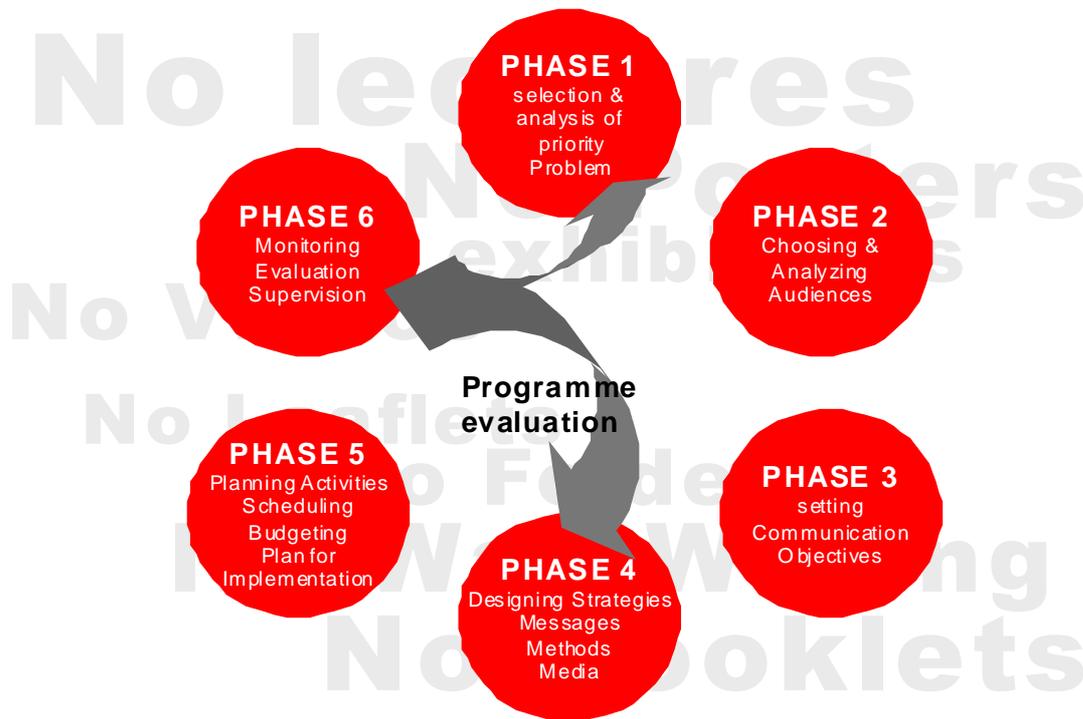
**T**he presentation stated that more than the posters, leaflets, wall writing, videos, lectures, street plays, exhibitions, folders or booklets, we need to get into the habit of listening to the people involved be it the head of the household, health workers, village leaders, teachers, grassroots communicators or folk artists, but most importantly women and children. Their needs, priorities, wisdom, realities, aspirations, plans and designs need to be shared and the strategies should be worked out together.

The strategies should help influence attitude and behavior of stakeholders through dialogue, consultations, training, workshops, posters, leaflets, wall writing, lectures, videos, exhibitions by bringing all the stakeholders together, by facilitating network and alliances with partners, by strengthening and expanding the network and alliances, by constant review, monitoring and feedback, by using the feedback for further design.

To achieve the goal we need effective communication strategy. However, communication is not just an isolated tool but is a process which originates and converges with the program.

The presentation stated that BCC Planning is not just about how many posters we need but it is a process outlined in the diagram below.





## Planning Cycle

1. Identify the desired behaviours
2. Identify target audiences
3. Identify research requirements and resources as well as enabling factors
4. What priorities should a strategy address
5. Formulate key messages
6. Identify communication Channels
7. Assess requirements for communication materials
8. Assess training needs and resources
9. Set priorities and realistic time frame
10. Develop a budget
11. Establish evaluation criteria

## Implementation Cycle

1. **Define the desired behaviours** groups and sub groups whose behaviours need changing

2. **Form partnerships with** institutions and individuals who can help achieve desired change
3. **Conduct research** to determine KAP, beliefs and priorities and effective channels to reach them
4. **Select the key messages** based on research findings
5. **Train the communicators**
6. **Prepare communication support material** Field test, revise and test again
7. **Listen, Advocate, Communicate, Evaluate**

## Preparation of communication support material

- Identify a local team of artists, illustrators, copy writers, social workers, interested govt. staff, printers,
- Form a core team Based on the program assessment
- Make a checklist of materials to be developed
- Prioritize materials for design
- Assign tasks to the core team members
- Arrange thematic workshops
- Develop materials
- Field test
- Finalize designs
- Recheck with the participant group
- Make corrections
- Make final artworks



A presentation was also made by PRIA which highlighted the importance of designing effective material and how communication skills can help in building consensus.

## Group Work

The participants were divided into three groups –

1. Government
2. Non Government
3. Elected Representatives

They were given cards in different designs and colours (PRIs- white, government – blue and NGOs- yellow) to note down the barriers, ways to remove the barriers and the means to remove them keeping in mind the problem statement given to them.

The group was given three questions – (*Gram sabha ko gram sabha ka mahatva samajha pane me*)

1. What are the barriers?
2. How to remove the barriers?
3. Which are the resources that could be utilized?

(*Jisse gram sabha ke uddeshyon ko purnatah prapt kiya ja sake aur sadasyon ki bhagidari sunischit ho evam gram sabha sashakt ho*)

## End Exercise



After the participants completed the writing exercise, the cards were arranged on a board under the three heads. In this exercise, those issues which were not directly linked to communication challenge were removed.

## 3. Outcome of the exercise

### Barriers

1. Lack of information/awareness
2. Illiteracy
3. Lack of mutual trust, gender bias, casteism, lack of cooperation, Insecurity
4. Lack of cooperation between officials and PRI members
5. Expectations of people go unfulfilled
6. No documentation

## How to remove barriers?

1. Easy availability of information, Right information to people, By making people understand the importance of Gram Sabha
2. By removing social inequality, By removing gender and caste bias through education/motivation, By addressing difference of opinion among people
3. By motivating elected representatives to develop positive thinking
4. Proper advertisement of time, date and place for holding Gram Sabha
5. Making social audit compulsory
6. By standing up to people's expectations, By taking decision for collective social welfare in Gram Sabha and its proper execution

## Means to remove barriers

1. To make available reading materials on updated guidelines for panchayats in the Panchayat Bhawan
2. To make use of mass communication tools like street plays, fact book, loudspeaker, TV, Radio for proper advertisement, group discussion
3. Presence of social mobiliser in panchayat
4. Wall writing, hoarding banner in panchayat bhavans and other public places
5. Wall writing of duties of panchayat representatives
6. Use of internet and cell phones
7. Police station and *Gram kachahari* for resolving issues

## Way Forward

The consultation workshop set the pace for the communication strategy for PRIs by identifying the principal areas where the IEC needs to focus its attention and the action that must be taken for the IEC to be effective. It was agreed in the final discussion that there could be a partnership of the Department of Panchayati Raj with NGOs like PRIA, PRAXIS and certain media organizations to come up with the final guiding document for IEC and communication strategy.



Annexure

Abbreviations

CDLG Capacity Development for Local Governance

DRP District Resource Person

IAY Indira Avas Yojana

IEC Information, Education, Communication

IPRD Information and Public Relations Department

KAP Knowledge Attitude Practices

MRP Master Resource Person

NREGS National Rural Employment Guarantee Scheme

PDS Public Distribution System

PRD Department of Panchayati Raj

UNDP United Nations Development Project



