



ISSN: 0976-3031

Available Online at <http://www.recentscientific.com>

CODEN: IJRSFP (USA)

International Journal of Recent Scientific Research
Vol. 8, Issue, 8, pp. 19467-19473, August, 2017

**International Journal of
Recent Scientific
Research**

DOI: 10.24327/IJRSR

Research Article

A STUDY ON SWOC ANALYSIS OF KAKKARAGOLLA, VILLAGE PANCHAYATH, DAVANAGERE TALUK

Gayathri Reddy K¹ and Chethan S²

¹VTU Regional Office-Bangalore Annapooneshwari Nagar, Nagarabhavi, Bangalore

²Department of MBA, UBDTCE-VTU Constituent College Davangere

DOI: <http://dx.doi.org/10.24327/ijrsr.2017.0808.0699>

ARTICLE INFO

Article History:

Received 15th May, 2017

Received in revised form 25th
June, 2017

Accepted 23rd July, 2017

Published online 28th August, 2017

ABSTRACT

SWOC analysis plays an important role in business administration to identify impeding and succeeding factors present in Internal and External environment. The same strategy applied in this study to understand the capacities of village-panchayat for developmental initiatives and figure out the possible challenges and also to suggest suitable measures to improve the system. For this, an exhaustive survey with secondary data was undertaken at village Panchayath level to identify Strengths, Weaknesses, Opportunities and Challenges presents in its environment.

Key Words:

Village Panchayths, PRI's,
SWOC analysis, Governance.

Copyright © Gayathri Reddy K and Chethan S, 2017, this is an open-access article distributed under the terms of the Creative Commons Attribution License, which permits unrestricted use, distribution and reproduction in any medium, provided the original work is properly cited.

INTRODUCTION

In 1980's Bretton Woods's institutions initiated the debate on Good Governance concept after the Cold war, when the security policy of countries threatened by the inefficient or corrupt administrative practices. The global financial institutions viz World Bank and IMF tried to analyse the situation happened in 1980's and reported their structural adjustment programmes in developing countries had failed because of institutional weakness, especially in Africa. In addition, Western Europe was considered for a long time the laboratory for social and political experimentation. Philosophers in France, Britain and Germany pioneered ideas that guided new forms of political development. Montesquieu heralded the idea of separation of power between the various branches of government. Rousseau's principal message was the sovereignty of the people. Locke advocated the social contract between rulers and ruled. Hegel, and later Marx, pursued the notion that development is the product of opposing social forces. These ideas were both causes and consequences of political crises in most of the countries. This political crisis created problems for end users. Further it has given scope for good governance. Thus the concept of good governance has assumed a greater significance in the 21st century. UN Secretary-General Kofi Annan has stated that "good

governance is perhaps the single most important factor in eradicating poverty and promoting development. For good governance, there are certain indicators like morality, accountability, responsive, transparency, people's participation, equity, welfare orientated and above all corruption free administration to end users. But in a 2000 publication the World Bank states: 'Poorly functioning of public sector institutions and weak governments are major constraints to growth and equitable development in many developing countries.' This view of world bank support the statement viz, Materialisation of the concept in Public Sector institutions like Village Panchayaths in India is challenging. The main reason is because of its diversity and wastness. The country now spreads over 608 districts, 5906 intermediate/municipal panchayats and 2,69,671 village panchayats. The concept of decentralisation has used to ensure the good governance. Further every year the government is pumping billions of rupees into the rural areas for the welfare of the rural masses through Panchayth Raj System. But these Panchayath Raj Institutions are not performing satisfactorily to ensure the good governance and to function as true local self-government. This study is aimed to address the same.

*Corresponding author: **Gayathri Reddy K**

VTU Regional Office-Bangalore Annapooneshwari Nagar, Nagarabhavi, Bangalore

Originality

The SWOC analysis tool is designed in the school of management to improve the business strategies and to ensure wealth maximisation. The same concept has been used here to analyse the Internal and External Factors of Kakkaragolla Panchayath to identify its Strengths, Weakness, Opportunities and Challenges to suggest suitable measures for sustainable development.

REVIEW OF LITERATURE

Part A: Review of Literature on SWOC analysis

The following literature review reveals that SWOT analysis is used in all fields as a tool to find out the strength, weaknesses, opportunities and threats.

L.R. Gay(1996) viewed Literature review as “The review of related literature involves the systematic identification, location, and analysis of documents containing information related to the research problem” Granger, Christine Louise (1996) carried out a SWOT analysis on “Strategic Economic Development Planning in a Rural Community: Problems and Possibilities for Collaborative Planning within Fresno County”. The purpose of the study was, whether the rural communities aware the financial resource available for them for the economic development. In this study strategic planning was used with a city in Fresno County. The study focused on planning problems, methods alleviating problems, resource gaps, and assistance from economic development organizations. Strategic planning methods included surveys and workshops using SWOT and competitive analysis.

Maheswari, S.N.(1997) in her study on SWOT analysis of Modern Food Industries (India) Ltd. observed that in terms of financial performance, as a Public Sector Undertaking doesn't appear to be promising. The potential to improve share valuation through restructuring may not also be significant.

Nerone, Frederick A (1997), applies the SWOT analysis on “Small Business Enterprises”. Small business failure rates are dramatically higher than failure rates for larger businesses. The reasons cited are usually associated with poor management and financial causes, but those observations are actually symptoms and not causes. This study suggests that small business failures have their casual root in the failure to employ basic environmental scanning techniques, traditionally associated with the strategic management planning process.

Ramesh. R.S(2000) in his work on “Credit Co-operative In Free Market Economy – A SWOT Analysis” has examined the strengths, weaknesses, threats and opportunities of the respective sector. The study is pertaining to the functioning of Rural Co-operatives in the state of Karnataka. The points given under SWOT are more related to folk wisdom rather than guided by a scientific methodology. The study reveals that SWOT analysis can be made even for primary sector, which is more governed by the Lag models with different variables.

Part-B: Literature review was undertaken to understand local governance system at Developed countries and Village Panchayath system

Odoh(1989) has found that France system is highly centralized, government exercise much closer control over local affairs.

Then in either United states or England and the same can even be said of French West Africa, this of course flow from the Unitary arrangement, the situation may look tight but some considerable measure of autonomy is available to this local units politically, because of the nature of the local leadership and the relationship of this leadership with the center.

Teaford, (2009) has stated Local government in the United States enjoy the widest range of financial resources just as administrative control is quite minimal compared to other countries, so also the financial power of the local government is considerable. However, local government in the United States is governed by laws of the state and not the federal government. The control measures are legislative, judicial, and administrative but the state does not normally interfere in local government budgeting, is solely made and approved by the local council.

Part-C: Literature Review from Indian context on Village Panchayath system

Singh (1995) has conducted a study on Common Land Encroachment and Panchayat Finances with the purpose to examine the problems of unauthorized occupation on common land in Haryana and consequent loss of income to the Panchayats as well as identification of the factors which leads the occurrence of this phenomenon.

Pal Mahi (2005) conducted survey on Mobilization and Management of Financial Resources by Panchayati Raj Institutions in the state of Haryana and identified that the provisions contained in the Haryana Panchayati Raj Act for the mobilization of resources have not been put into practice by the PRIs in the State, except by the GPs that too partially in case of House Tax only. Further he suggested training may be imparted in decentralised manner to the Panchayat functionaries (both elected and non-elected) in clusters of 5 GPs at the Block level to create awareness on provisions in Panchayat act to mobilise the resources. Karmali (2006) in her project on Panchayat Finance in Goa suggested that Governments need to reconsider on the amount of grants being given to village panchayats to perform well.

Objectives

1. To study the structure of the village panchayath.
2. To analyse the Strengths, Weakness, Opportunities and Challenges of Village panchayat.

Research Design

The study is descriptive in nature and case study method has been employed which is leading to quantitative research.

METHODOLOGY

Study Area

The area of the present study is limited to Davanagere Taluk, Karnataka. However, the outcome of the research would applicable broadly for any other part of the state.

Sources of Data

The present study mainly depends on primary data. To mobilise primary data, survey, structured SWOC questionnaire method was employed with personal interviews and observation. Along

with this, extensive literature review was done. This includes previous work, related books, official sources and other publications.

Data Analysis Techniques

Information gathered from the respondents was processed and examined by employing simple percentage method, Mean and Chi Square test. Statistical software: MS-Excel Package is used for tabulating and computing the data.

Sample Design

Panchayati Raj Institutions (PRIs) has been considered for the study.

Sample Unit

The sample unit for the study is Villagers from the Kakkaragolla Village Panchayath.

Sampling Technique

Multi-Stage sampling method is employed. For instance, at the initial stage, the state of Karnataka has purposely been chosen. Thereafter, at the second stage, Davanagere Taluk was selected considering the convenience. In the third stage, a Village Panchayath was selected based on the Revenue generation capacity on judgmental basis. Then finally at the fourth stage, elected representatives and officials of the village panchayath considered for the interview. A structured detailed questionnaire was employed with 5. Likert scale. There were 40 questions which represent 8 Parameters viz Panchayath Demography, Awareness, Resource Availability, Resource Utilisation, Procedure maintenance, Good Governance, Panchayath Connectivity and any Problems/Barriers.

Sampling Frame

The sampling frame for the proposed study is List of Village Panchayats and List of elected representatives from Zilla Panchayath, Davanagere, and List of electors from Village Panchayath. Respondents for the study were general public from the respective Panchayath.

Research Period

A duration allocated for the project activities is provided in the table. The said period is used to understand the topic, design and administration of the questionnaire and report preparation.

Activities	Activity Duration
Selection of the topic	7 days
Secondary Research	7 days
Questionnaire Design	7 days
Administration of Questionnaire	2 days
Tabulation, Analysis & Report preparation	5 days.

Data Analysis and Interpretation

Inference

Table 1 represents, the demographic profile of elected members and staff of the Panchayath. The 80% of the respondents belongs to a middle-aged group viz 30 to 50. So this is an opportunity for the Village Panchayath to utilise this demographic dividend for welfare activities. Going with second factor this Panchayath fulfils the quote of 33% to women, where 5 are females out of 15. This indicates the concept of

women empowerment is materialised through providing reservation in local elections.

Table 1 Profile of the Respondent

S.No	Indicators	Range	Percent (%)	Cumulative Percent
1.	Age	a) 18 to 30	20	20
		b) 30 to 50	60	80
		c) 50 and above	20	100
2.	Gender	a) Male	66.67	66.7
		b) Female	33.33	100
3.	Social category	a) SC	13.33	13.33
		b) ST	6.67	20
		d) OBC	73.33	93.33
		e) General	6.67	100
		a) 1 to 10 th	53.33	53.33
4.	Educational Qualification	b) PUC	20.00	73.33
		c) Graduation and above	20.00	93.33
		d) Illiterate	6.67	100
		a) Yes	26.67	26.67
5.	Computer Literate	b) No	73.33	100

The most important factor for any development society is education. Literacy level is one of the main key indicators to decide the human development Index. As for this Panchayath is concerned 53% of the respondents belongs to below metric level. So this is an alarming factor for this Panchayath. The last and important aspect is 73% of the respondents are computer illiterate. It is an hindrance to the concept of digitalisation.

Inference

Table 2 represents the econometric details of the Kakkaragolla Village Panchayath. This indicates that this panchayat limit has two villages in its periphery. Secondly 67% of the total household belongs to Below Poverty Line of the economical segment. This may be one of the reasons for poor revenue collection of this Village Panchayath. Literacy rate as per 2011 censuses is 62%. This factor is also not satisfactorily (Table.2.4.). There is only one rural bank in its limit. No private banks exist in this locality. This infers that the public of this Panchayatis not much utilised the banking sector or they are not aware of the banking system. This also infers that the village Panchayat does not have much scope for large or medium sector business. This statement is proved by parameter 6 and 10 in the table where it says only 2 small-scale industries exist and there is no medium or large scale business in the same (Table.2.6&7). This further limits the scope of the Panchayath to raise income from the business sector. There are only total 40 rural handicrafts are exists in this Panchayath limit is a little satisfying aspect. Because in the 21st century, the rural handicrafts have got demand in the cities. So this provides an opportunity to villagers of this Panchayath to raise their income level from handicrafts. As per the education is concerned it has only one PUC college. But this number is not adequate to any society. Further there is no degree college exists to make more graduates from this Panchayat limits. As per the Hospital is concerned there is only one government Primary Health Centre (PHC) and two private clinics presents in the locality. These PHCs and private clinics suffer from The SWOC analysis tool is used in the Business organisations to identify the internal factors. Here this technique has been adopted to identify the Strengths, Weakness, Opportunities and Challenges faced by Kakkaragolla Village Panchayath.

Table 2 Panchayath Demography

S.No	Indicators					
1.	Total No of Villages	2				
2.	Total Population of Panchayat	5589	Male(%)	82.47	Female(%)	17.62
3.	Percentage of households below Poverty line	67.17%				
4.	Literacy Rate (% Population)	62%				
5.	Total of Rural Banks	01	Public	01	Private	0
6.	No. of Small Scale Industries	2				
7.	No of Rural handicraft	40				
8.	No of Educational Institutions	Primary & High Schools	3	Higher Secondary and above	1	
9.	No of Hospitals/Clinics	Govt	1	Private	2	
10.	No of retail/business units	32	Medium	0	Large	0

Table 3 SWOC Analysis Score

S.No	Indicators	Mean	Percent	Remarks
I Awareness				
1.	NGOs can be part of developmental process of GP	3.93	78.67	High
2.	If your panchayat does not collect any taxes then, are you aware of any taxes which come under the purview of Panchayat	3.47	69.33	
3.	Panchayat members should involve in the budgeting of the development projects implemented in your area	3.80	76.00	
4.	You aware of the functions and responsibilities of village panchayats	3.07	61.33	
5.	You are fully aware of the Panchayath Raj act	2.53	50.67	
6.	There is no prescribed format to keep record of the panchayat meetings	3.47	69.33	
Average Score		3.38	67.56	
II Resources Availability				
1.	Availability of water sources is sufficient	4.13	82.67	High
2.	GP has its own land resource	1.73	34.67	Low
3.	Material resources like sand, granite etc available in the limits of gp	1.60	32.00	Low
4.	GP has sufficient labour force	3.07	61.33	
Average Score		2.63	52.67	
III Resource Utilisation				
1.	You utilize the available resources optimally for your area development	3.07	61.33	
2.	Funds/grants in aid are not misutilised	4.53	90.67	High
3.	Resources are adequate to meet the needs of villagers	1.67	33.33	Low
4.	Private and public participation will ensure maximum utilisation of land and material resources	3.73	74.67	
Average Score		3.25	65	
IV Procedure maintenance				
1.	Gramasabas and wardsabaconduct regularly as per the guidelines	4.47	89.33	High
2.	Beneficiaries are selected in the Grama sabhathan inpanchayath board meeting.	3.33	66.67	
3.	There is specific format to maintain the records of the Panchayath.	3.47	69.33	
Average Score		3.76	75.11	
V Good Governance.				
1.	Regular auditing of accounts of your panchayat takes place.	4.27	85.33	High
2.	Jamabandi and social audit are effective in reducing the corruption.	4.00	80.00	High
3.	Software like Panchatantra ensured good governance.	4.27	85.33	High
4.	Private and public participation is excellent in the gp to ensure participative democracy.	3.27	65.33	
5.	Your panchayath has good reputation with its stakeholders.	3.27	65.33	
Average Score		3.82	76.26	
VI Panchayath Connectivity				
1.	Road connectivity is excellent	2.93	58.67	
2.	There is no problem in Public transport connectivity	2.60	52.00	
3.	There is no electricity problem in the panchayath	2.87	57.33	
4.	Most of the houses have cable/d2h connection to their homes	3.93	78.67	
5.	Usage of cell phone is very common in the area	4.20	84.00	
Average Score		3.31	66.13	
VII Problems/Barriers				
1.	Panchayath area does not face to drought or flood problem	3.47	69.33	
2.	Religious disturbance not occurs	4.13	82.67	High
3.	Sometimes personal disturbance happens among members and staff	4.07	81.33	High
Average Score		3.89	77.78	

Inference

Awareness (Table: 3.I.0)

This parameter is to understand the awareness of the respondents in different areas related to the overall development of the Village Panchayat. If the members and staff of the Village Panchayatis aware that they can develop the Panchayat system through various participation then that

becomes one of the major strength for any panchayat is concerned. As per this panchayath is concerned the respondents are well aware that NGOs can be part of the developmental process (Table: 3.I.1, Mean: 3.93) through Public & Panchayath Participation (PPP). Further the members and staff are aware that they should involve in the budgeting process to plan the programs for the area. But they are not fully aware of their functions and responsibilities as mentioned in Karnataka

Panchayath Raj Act (This act's explains the roles and responsibilities of the Village Panchayat and its personal).Also, some percentage of the respondents are not aware that there is a prescribed format to maintain the records in the Village Panchayat Office (Table: 3.I.6).

Resources Availability (Table: 3.II.0)

Resources are essential for any society to escalate its growth in terms of Economical, Social and Political. But nature is not distributed its resource equally to every society. Some Panchayath units are faces huge scarcity of natural resources to expand its income level. Kakkargolla Panchayath is one among them. Normally in some extent, Panchayath units possess land resources like dry land. Butsadly this Panchayath has not owned any land resource in its limits and further it does not have even any Material resources like sand, granite etc to generate the revenue. The low percentage and mean is the indicator of the same. But the best aspect is, this Panchayath has adequate water resources and villagers are not facing any complaints on the same. So this becomes an opportunity for the said Panchayat to make use of this resource for its benefits. Also, this Village Panchayat has no shortage of human resource. The available of manpower to the said panchayat is adequate and again this provides a scope for the panchayat to utilise this resource at best possible.

Resource Utilisation (Table:3.III.0).

For any society, development is depends on how well the society make use of the available resources for sustainable development. The indicator first reads that resource utilisation is on an average (mean 3.07 with 61%) Resource utilisation of the panchayath is not happening at maximum level (Table:3.III.1: mean 3.07 with 61%). Lowest factor in the given table indicates resources are not adequate to meet the needs of the villagers (Table: 3.III.3). This is because as explained in the earlier parameter the availability of the resources is very limited in the panchayat limits. The respondents are agreed that as Panchayat and Public Participation (PPP) will ensure optimum utilisation of available resource for the development of Mankind.

Procedure maintenance (Table: 3.IV.0)

The success of any organisation mainly depends on following rules and regulations levied by the authoritative body. So to understand this and check the maintenance of procedure prescribed by the legislative body, this parameter is incorporated. The procedure in conducting the Grama Sabhas and Wardsab has are highly satisfactory for the panchayath (Table:3.IV.1, Mean 4.47 with 89.33%). This may be because the questionnaire is administered only for members and staff of the panchayat and they might be over conscious of this aspect because if they answer negatively then it leads a serious lapse in maintaining prescribed procedure. So in order to avoid this lapse they might have opted strongly agree in the given questionnaire. Apart from this, some percentage of respondents accepted that sometimes the beneficiaries are selected in the panchayat board meeting than in the Garma Saba and no specific format to maintain the records of the Panchayat, this we can infer from the mean of 3.33 and 3.47 respectively.

Good Governance (Table: 3.V.0)

Good Governance has become an essential element in the Public administration. The concept ensures the right service at the right time for the right beneficiary. The regular auditing of the accounts books, the measures like Jamabandi and social audit, adoption of software's like Panchatantra is facilitated in reduction of corruption significantly and ensured good governance in the Village Panchayat(Table: 3.V.1,2&3). From this one can infer that measures taken by the State and Central Government facilitated in adopting the good governance at local government. Lastly, some percentages of the respondents have accepted that Private and Public participation must be improved. Village Panchayath must improve its image in the eyes of the Public (Table: 3.V.5., Mean 3.27).

Panchayath Connectivity (Table: 3.VI.0)

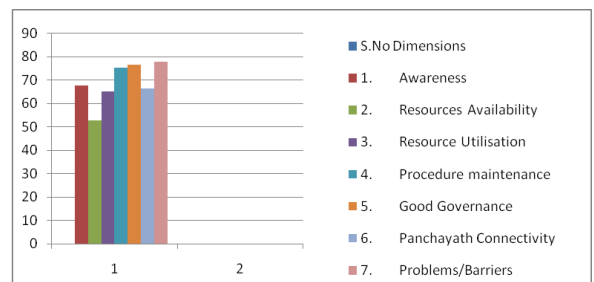
The economy of any state or society completely depends on public infrastructure. It includes Transportation, Telecommunication etc. As per the observation, good aspect of this panchayat is the road connectivity is excellent to district head quarter. So this facilitates the farmers of this panchayat to sell their goods at district head quarter. But the low mean 2.93 indicates that road connectivity is poor. This may be because the villages may not have quality/standard roads. Instead, they may suffer from *Kaccha* roads (Table: 3.VI.1). Secondly, there is no adequate bus facility available to rural folks, this also can be inferred from the mean of 2.60 which reads that there is a problem in public transportation (Table: 3.VI.2). This Panchayath also suffers from electricity problem (Mean 2.87). Usage of d2h/cable connection and having a cell phone is quite common in the selected Panchayath. So this may facilitates the Public to be well informed about latest schemes, rules formulated by the Government.

Problems/Barriers (Table: 3.VII.0)

The Kakkargolla Village Panchayat is not prone to drought or floods (Table: 3.VII.1). The respondents have accepted that sometimes there is a personal disturbance happens among the members of the Panchayat (Table: 3.VII.3).

Table 4 Parameters Average Score

S.No	Dimensions	Mean	Percent(%)
1.	Awareness	3.38	67.56
2.	Resources Availability	2.63	52.67
3.	Resource Utilisation	3.25	65
4.	Procedure maintenance	3.76	75.11
5.	Good Governance	3.82	76.26
6.	Panchayath Connectivity	3.31	66.13
7.	Problems/Barriers	3.89	77.78



Inference

Table 4 represents the aggregate score of each parameter considered in the questionnaire. Here, compare to all the

parameters the mean and percentage of Resource Availability are below average (2.63 and 52% respectively). Apart from this, awareness, resource utilisation and panchayat connectivity is at average level with the average mean score of 3.38 3.25 and 3.31 respectively.

Findings/SWOC Chart

Strengths	Weakness
<ul style="list-style-type: none">• GP election held on time• Members and staff are well aware of their function and duties.• Availability of Sufficient Water and Labour resources• Proper utilisation of funds and grants in aid is at the place.• Gramasaba and wardsabaconduct <i>regularly</i> as per the guidelines• Measures like Jamabandi, Social Audit and Panchatantra helped in good governance.• Telecommunication and Television connectivity is good• Maintenance of Procedure/implementation of government rules at theplace.	<ul style="list-style-type: none">• Lack of formal education of elected members.• Lack of computer literacy in elected members.• Large Percentage of households in below Poverty line.• Average Literacy Rate.• Lack of awareness on procedures laid for tax collection in Panchayath Raj Act• Insufficient land and material resources for the Panchayath• Poor in public transportation and roads.
Opportunities <ul style="list-style-type: none">• Middle aged Members and staff who have theoptimum experience.• Not much competition for New Business entries.• Scope for Handicraft Business• Use water and labour resource to raise the income of the Panchayath.• Near to District Head Quarter• Support from State and Central Government• Support from NGOs, SHG and Public• Government Schemes.	Challenges <ul style="list-style-type: none">• Resources are not adequate to meet the needs of the Villagers.• Sometimes theexistence of personal disturbance happens among members and staff.• Bureaucratic Control• Political Intervention• The presence of dominant people in the society.

Suggestions

- Kakkaragolla Village Panchayath must ensure that their strengths should be continued and make use of the opportunities to overcome their challenges and meet their weaknesses
- Elected Members must aquaria formal education or Government should set minimum educational qualification to contest in Village Panchayat elections.
- All Government schemes for BPL families must integrate to uplift them.
- To improve the Public Transportation facility, new buses must introduce in this route.
- The training provillageme should be arranged for the members and staff of the Panchayath on procedures and functions mentioned in the KarnatakaPanchayat Raj Act.
- Computer training should be provided for the VP members
- Identification of the new income sources or new process must be initiated for generation of revenue in this VP limits.
- The government should make proper arrangements to control the political and bureaucratic intervention in the administration of the Panchayath.

CONCLUSION

SWOC study of Kakkaragolla Village Panchayath has able to identify some of the challenges and strengths of the Panchayath by administering the detailed questionnaire. The SWOC chart presented in Finding section reveals that the administration of the Panchayath must utilise its Strengths to face the unexpected challenges occurs and use the available opportunity to overcome the Weaken areas. But however, some challenges like Resources are not adequate to meet the needs of the Villagers, these challenges can be fixed by the government by

adopting some structural arrangements like re-fixation of the boundaries.

Suggestions which are mentioned in the paper can be taken up for the implementation. Importantly for any development of the Village Panchayathdepends on effective participation of three

P's viz Public, Private and Panchayath. Hence the Government must facilitate to establish coordination between Public, Private and Panchayath to improve the efficiency of the system.

References

1. Gay, L.R. (1996)., Educational research competencies for analysis and applications (5th ed.). Englewood Cliffs, NJ: Prentice-Hall.
2. Granger & Christine Louise., "Strategic Economic Development Planning in a Rural Community: Problems and Possibilities for Collaborative Planning Within Fresno County" for MBA, California State University, (1996)., pp.229.
3. Kofi Annan., "Partnerships for Global Community: Annual Report on the Work of the Organisation" (UN, 1998).
4. Kotler P, Keller., & Hansen, T., (2009)., Marketing Management., Pearson Edition.
5. Maheswari, S.N., Financial Management published., Sultan Chand, New Delhi (2000)., pp.437.
6. Ministry of Panchayati Raj, Govt of India.,Provillageme Guidelines : Decentralisation &Panchayati Raj Institutions, Chapter 10.,Retrieved from www. planning commission.nic.in
7. Nerone & Frederick,A., "Small Business Enterprises" for Ph.D, The Union Institute, (1997), pp.272.
8. Oversees Development Institute. "World Governance Survey Discussion"., Paper 6., (July, 2003).
9. Planning Commission, Government of India., "Manual for Integrated District Planning"., Planning Commission.
10. Ramesh, R.S., "Credit Co-operative In Free Market Economy: A Swot Analysis"., Maharashtra Co-operative Quarterly, Vol.LXXXIV, No. 1,(July-September 2000).pp. 55-58.

11. Thomas, T.M., Isaac Rechar, & Franke, W. "Local Democracy and Development"
12. World Bank., "Reforming Public Institutions and Strengthening Governments: A World Bank Strategy"., The World Bank, Xi Edition., Washington (2000).
13. World Bank., "Sub-Saharan Africa: From Crisis to Sustainable Growth. A Long-Term Perspective Study"., The World Bank., Washington (1989).

How to cite this article:

Gayathri Reddy K and Chethan S.2017, A Study on Swoc Analysis of Kakkaragolla, Village Panchayath, Davanagere Taluk. *Int J Recent Sci Res.* 8(8), pp. 19467-19473. DOI: <http://dx.doi.org/10.24327/ijrsr.2017.0808.0699>
