

## CHAPTER 1

### CONCEPTUAL FRAMEWORK OF THE STUDY

#### INTRODUCTION

The developing countries of Asia and Africa are predominantly rural in character and nearly 800 million people in these 3<sup>rd</sup> world countries living in condition of absolute poverty, a condition of life so limited by malnutrition, illiteracy, disease like infant mortality and low life expectancy as to be beneath any rational definition of human decency, their goal is rapid economic development for raising the level of living of the people (Ambedkar 1994). Rural development has been at a very much slower pace in India since independent. The objective of rural development is viewed as a selective attack on the worse form of poverty. Rural development goals much be defined in term of progressive reduction and eventual elimination of malnutrition, diseases, illiteracy, squalor, unemployment and inequalities. It is a programme for the upliftment of the rural masses, based on economic criteria and the promoting of the social welfare of all by way of amenities and services covering the basic needs of the rural people. Rural development in India covers a vast canvas and never has the importance of its role been underestimated. Rural development has been an important component of India's effort towards the betterment of living standard of people and to this end the country has implemented more or less successfully a large number of programmes, its commitment dating from the earlier days of planning. Rural development under the constitution of India is the direct responsibility of the state. It is the career bureaucracy which undertakes the formulation and implementation of programmes of rural reconstruction. The career bureaucracy has definite advantages in carrying out rural development responsibilities. It imparts such programme the strength and continuity which both hierarchy and professionalism command. However, even the most adoring advocates of bureaucracy would admit that it has its unique weakness and short comings which calls for the creation of a voluntary sector. Thus, the function of rural development can be entrusted to non-government bodies, called voluntary organizations. Voluntary action provide for flexibility, creativity, spontaneity and innovativeness etc. Voluntary action for rural development supplements government effort in the field of in many significant ways. It enlarges the scope of rural development plan by independently formulating its own activities, based on its own perception of rural needs. The study is aimed to

understand the role of NGOs in rural development in Tamenglong District of Manipur. The relevant sociological literature on the theme may be reviewed.

## THE PROBLEM

There is wide recognition that NGOs have a significant role to play in assisting the rural poor in breaking out of their condition of poverty. A major source of the strength of NGOs comes from their insistence on the empowerment of the poor as the key to the transformation of their livelihoods. Empowerment can be as basic as enabling groups to improve their conditions through socio-economic development programmes or projects. Many NGOs view empowerment as a much more encompassing process that enables people, particularly the poor, to confront and deal with the systems and structures that cause their socio-economic or political marginalization in the first place, with the implementation of projects being only one way. This more-embracing view of empowerment ensures that the poor build the capacity to advocate and protect their interests vis-à-vis government, the market or others actors in society. Empowerment therefore becomes essentially a transferring of power to the poor so that they can take control and change the structures and mechanisms that have caused their poverty situation and their condition of powerlessness.

From a practical point of view, NGOs have a number of distinct features that build a solid foundation for effective collaboration with rural development. NGOs are often able to reach segments of rural populations that governments neglect or do not target as a priority. They often find their way into remote rural areas to identify the poorest segments of communities, deliberately seeking out those who are normally excluded from development processes because of their isolation, their lack of assets and their vulnerability ([http://www.nmsadguru. Org/Article](http://www.nmsadguru.Org/Article)).

NGOs are recognized for their role in developing innovative initiatives, programmes or components of programmes, approaches and mechanisms to address development problems and issues. Certainly, NGOs have been in the forefront of many innovations that have provided ideas and models replicated or adapted in other settings and situations. Many NGOs, with their generally flexible organizational structure and characteristics organizational independence, participatory structures and willingness to spend time on dialogue and learning are able to experiment on new

institutional mechanisms and on different approaches that add value to projects ([http://www. Gram Vikas: org/PDF](http://www.GramVikas.org/PDF)).

## CONCEPT OF DEVELOPMENT

The concept of development and progress are often used in a positive sense to indicate the processes of advancement of individual or of collective phenomena or of objects or of actions. Human society has made a long journey in this; so is the concept of development. For centuries development was understood as progress, thereafter as growth, as change, as transfer of nation, as modernization and so on. Very recently it is understood (along with economic) as social and human development as well.

The concept of development and progress has been understood by the social scientists from diverse perspectives- conflict, functional, neo-conflict, structural functional etc. The development has also been understood widely in terms of increase in productivity, increase in the intensity of modernization, urbanization and industrialization. Here development has been viewed as the processes of the quantum increase of the goods and services, as transformation of society from pre-modern to modern in terms of institutional arrangements, as transformation of economy from agrarian to industrial, as migration of population from rural to urban areas, as shifting of economic activities from agricultural or non-agricultural and so on.

### **Capitalist, Socialist and Third World Models of Development**

Economic development has been the prime concern of the modern state. However, this concern had been widely linked with the ideology and power structure of the state. As the nature of the power structure and state ideology are diverse, there have emerged diverse models of economic development across the globe. In the post-World War II the process of decolonialisation, the emergence and need for economic reconstruction of nation-states, and the shadow of the Cold war widely shaped the development discourse till the late 1970s. The industrial and political rise of the West and Southern Europe and North America on the one side, and Russia and Communist States on the other, alongside the stagnation of a vast number of nations with low productivity, industrial backwardness and poverty gave to the First, Second and Third world models of development respectively i.e., Capitalist, Socialist and Third World.

The capitalist model of development is characterized by provision of private ownership of property and means of production, minimum state control on economic

enterprises, and a free economy regulated by competition. The development model also emphasizes sustained growth and modernization with massive state investment at the take off stage. From the view of this perspective, “economic development would resolve around industrialization and the transfer of underemployed rural force to the more productive occupations in the urban industrial sector. The state would have to mobilize domestic and foreign saving to creates and investment pool from which it could finance a programme of directed industrial development” (Cambridge 1995:2).

The First model of development, however, encountered several challenges with the expansion of the socialist model of development represented by the Second World. The socialist model was contradictory to the capitalist model of development as it propagated the abolition of ownership of private property and means of production, emphasized state ownership of private property and means of production, emphasized state ownership of means of production, state-owned public enterprise, and a state regulated economy and centralized planning by the state for economic growth. While both the models laid primary emphasis on economic growth, the socialist model also emphasized on the equal distribution of fruits of growth among all sections of the production.

The Third World is represented by the ex-colonial, newly independent and non-aligned countries of Asia, Africa and Latin America who are industrially backward. Indeed the Third World development perspectives and caught between the conflicting ideologies of the First and Second world. These countries represented a diverse variety in terms of their socio-cultural and political setting and historical experiences and level of technological and economic development. However, notwithstanding these variations these countries are economically and technological underdeveloped. For example India has followed the path of “mixed economy” by adopting a path of development in between the capitalist and socialist models.

## THEORIES OF DEVELOPMENT

A number of theories have been advanced to try and explain why these changes (development) came about, and why they occurred at such widely differing rates in different parts of the world.

## **Organic Evolutionary Theories of Development: Functionalism**

Durkheim conceived society in terms of an evolutionary scheme. He talked about social solidarity by which he meant beliefs and ideas, which defined the “common sense” underlying social life. Like a social evolutionist, he was of view that mechanical solidarity was based on agreement and identity between people, while organic solidarity in industrial societies was derived from agreement to tolerate a range of differences, conflicts being moderated through a variety of institutional arrangements such as courts, trade unions and political parties.

In the pre-industrial societies there is little or no division of labour, every one works in similar ways and consumes in similar ways; there is little division of opinion, little individuality. In organic solidarity, on the other hand, there are specialization of activities and advanced division of labour whose production, distribution and consumption are carried out in specialized ways (Durkheim 1965:133)

Durkheim tried to explain social change as the result of changes in the bonds of morality, which he called social solidarity. Societies based on mechanical solidarity are transferred to organic solidarity by the growth of industrialization, heterogeneity, differentiation, specialization of activity and individualism. The problem of the growth of population, shrinking of natural resources and growing individualism, according to him, is resolved by division of labour in the industrial society, i.e., in the organic solidarity. As each individual is specialized and also individualism is respected they are socially integrated with bondage of division of labor. Indeed division of labour in the organic solidarity ensures the integration of individual specialization in the society. However, abnormal division of labour, according the Durkheim, may lead to normlessness (anomie).

## **Developmentalist Theory: Modernisation**

Developmental progress comes to be seen as a process of acquiring the characteristics of modern industrial society. Indeed, one of the fundamental parts of developmentalist theory is the belief that traditional cultural, social and political structures in the Third world preclude the growth of effective economic strategies. Only if these barriers to advancement are removed, it is claimed, will the societies be able to become developed.

In economic term the developmentalist approach is based upon the assumption that a free market economy compounded by an entrepreneurial enterprise culture will, as in Britain during the period of the Industrial Revolution, bring about a major “take-off into growth”.

Modernization theorists who follow this perspective claim that societies are relatively poor and underdeveloped because they lack of the internal structural characteristics suitable for the introduction of the industrial system. Among such characteristics lacking in these poorer societies are, it is claimed, investment capital and entrepreneurial values, together with the modern technological equipment and the necessary skills to use them effectively. It is further suggested that the less developed societies can be helped towards “enhanced adaptive capacity” by a process of interaction with the more advanced nations.

Many modernization theorists have suggested ways in which simple, agrarian societies in the Third World may be helped in establishing the industrial system of production. An American economist W.W. Rostow examines the pattern of social change which, historically, has led to modern industrial societies. Having isolated technology as the key to progress, he attempts to provide “an account of economic growth, based on a dynamic theory of production and interpreted in terms of actual societies” (W.W. Rostow, *The Stages of Economic Growth*, 1960).

According to Rostow there are five stages of economic growth. These are:

Stage I: The traditional society: A poor society with subsistence agriculture, a simple, undifferentiated system of social organization in which mysticism and religious play a large part.

Stage II: The preconditions for take-off: Population increases, due to the advances made in agricultural, and this allows more workers to be involved in developing transport and power supplies.

Stage III: Take-off into economic growth: Manufacturing industry grows and encourages more workers to enter the secondary sector of the economy.

Stage IV: The drive to Maturity: The wealth produced from the developed industrial system facilitates even more industrial growth. In addition the infrastructure, such as health care and education, is improved.

Stage V: The stage of mass high consumption: The Industry makes a change of emphasis from the production of basic commodities such as steel, machines, television sets and high-technology luxuries.

Rostow has indicated that in his view, there are two main factors involved in the process of changing simple, traditional societies into modern, industrial-production system. First, there are non-economic factors such as attitudes and ideas which involve an acceptance of entrepreneurial values whereby new elite- a new leadership- must emerge and be given scope to begin the building of a modern society. Secondly, there are certain economic factors which, he maintained, are necessary for the change from simple to complex industrial society, such as risk taking by men to lend their money on long term, at high risk, to back the innovating entrepreneurs and so on.

Modernization theories have a number of shortcomings. Some are:

1. Rostow failed to consider that an economy could reach the fifth stage without going through all the stages or a particular stage. For instance it has been pointed out that countries like Canada and Australia entered the stage of mass consumption even before reaching the stage of maturity. This is happening, in recent times, with the oil rich countries also.
2. Rostow has been criticized by many on the basis of the technological approach. Technological approach is one where the purpose, which is not explicitly intended by anyone, is fulfilled while the process of fulfillment is presented as an inevitable sequence of events. In Rostow's model policies are the result of development and not vice versa and this unacceptable to many, as policies of a state should be chosen and not just merely adopted.
3. Finally, it has been pointed out that modernization theory itself has produced nothing truly visible yet. This is not because there has been no development in the past fifty years. There has been evolution related to both fields of thought, but the theories themselves are so indistinct and vague. Modernization theory does not paint a very precise picture of what should be happening, and more particularly, how it should be occurring. As a motivational aid, this theory is an excellent boost to the drive of a developing society, but it is not the solution.

## **Dependency Theory: Development as Dependency**

One perspective on the analysis of development- that of developmentalist/modernization theory-seek, as we have seen, to measure the structural changes which occur within individual societies, and to use this as means of determining the degree of development which has taken place. In other words, those societies having, for example, a higher gross national product or increased level of technology and organizational complexity than others are to be viewed as more developed. In the view of opposing theorists this perspective fails to take full account of the historical evidence of contact between societies.

A superficial examination of the historical evidence indicates, in their view that societies have not developed in isolation. The whole of human history is filled with examples of nations conquering and subduing others to their will in order to exploit both their resources and their people. The idea that the attitudes and the technology necessary for industrialization would spread by a process of benevolent diffusion has been seriously challenged by many theorists of Marxist complexion. Marx's work is of importance because it provides a way of analyzing social change in terms of economic relationship between social systems.

## **Marxian Idea of Development**

Karl Marx (1818-1883) was the most influential socialist thinker on development in the 19<sup>th</sup> and 20<sup>th</sup> centuries. Of late against the backdrop of the collapse of the socialist economy, Marxian thought has been a subject of critical review. Around half of the world population followed his suggestion path of restructuring the social and political organization and economic development. His contribution to the theory of development is simple unparalleled and path-breaking.

The development of human history through various stages, development and change in the material condition, existence, development of capitalism, and the corresponding change in the class relationship and transformation in the mode of production were the major concerns of Karl Marx. Some of these concerns are as follows:

### *Production Relation and Development*

Marx always denied the significance of non-material forces in the process of development of human society through various stages, he emphasized that material



forces and their contradiction provided the very and basic and fundamental condition of development and change in human society. According to Marx all the legal relations, politics, forms of states, etc. are to be understood, not in terms of development of human mind but in terms of the material condition of life. To him, in the process of development of human society human being has emerged to be a producing animal and thereby ties with several production relations. He was very categorical to mention that with the change in the economic foundation the inter superstructure, that is legal, politic, religious, aesthetic or philosophical, get transferred. In the process of such transformation individual consciousness is determined not by what he thinks but by the contradiction of material life that is the conflict between the social productive forces and relation of production. Consciousness is a part of development in human society. To him, it is not the consciousness of men that determines their existence but on the contrary their material condition of existence that determined this consciousness. To him the Asiatic, Ancient, Feudal and Capitalist are the progressive epochs in the economic formation of society. The relation of production to him is the last antagonistic form of the social process of production.

#### *Class Relation and Change*

In all the stages of economic transformation of society, there have been specific forms of class struggles. Social classes according to Marx are the main agents of social change. The change is however based on class conflict. Classes, to Marx are formed based on objective material conditions; these are groups of the people with a common economic position vis-à-vis those of other class. In essence, this economic interest is conflicting and contradictory to each other's class position. To Karl Marx, though the class relation was very complicated in the earlier epochs of history, in the modern stage of capitalism this had been simplified. In the modern capitalist society new classes however have emerged with new condition of operation and new form of straggle between the bourgeoisie and the proletariat.

According to Marx (Karl Marx, "The Capital", 1887), under capitalism wage labourers are paupers who grow more rapidly than the population and wealth. The essential condition both for the existence and sway of the bourgeoisie class is the formation and augmentation of capital. The advance of industry, whose involuntary

promoter is the bourgeoisie, replaces the isolation of the labourer, due to competition, by their revolutionary combination, due to association.

### *Capitalism, Class Relation and Development*

Modern industry has established the world market that has given immense scope of development to commerce, navigation and communication by land. These developments again have paved the way for the extension of industries and free trade. The bourgeoisie class constantly maximizes its profits through the expansion of new markets, introduction of new technology, extraction of surplus value and exploitation of the proletariat. However, along with these developments there emerge new forces of contradiction within the capitalist system.

The capitalist according to Marx also subjected the nature to the force of man and machinery through the application of chemistry to industry and agriculture, and modern technologies such as steam-navigation, railways, electric telegraph, etc. All these facilitated the scope of free commodification of the economy at world scales. There also emerged free competition accompanied by social and political institution to adapt to it.

The modern capitalist however, according to Marx, has inherited and nurtured the seeds of its destruction in its own womb. In proportion to the growth of the bourgeoisie there has emerged the modern working class-the proletariat. For Marx the essence of the captor is to maximize profits through commodification of the production process. As long as capitalism is based on private ownership of the means of production, it maximizes profits of the private producers. This profit is again maximized by exchange proceeding from money to money by way of commodity. Gradually proceed from money to money by way of commodity ends up with more money than one had at the outset (Aron 1965:128). Under the capitalist system, workers receive the wage which is less than the actual duration of the work; that is less than the value of the commodity he or she produces. In return the wage received by a workman is restricted only to the means of his subsistence and survival. Marx calculated that the price of a commodity and therefore “also of labour is equal to its cost of production”.

### *Marx's Plan of Action*

After the revolution by the working class, the proletariat would be raised the position of ruling class to win the battle of democracy, to centralize all instruments of production in the hand of the state, to increase the total productive forces as rapidly as possible, to entirely revolutionaries the mode of production. He suggested the following measures:

1. Abolition of private property in land and application of all rent of land to public purpose.
2. A heavy progressive or graduated income tax.
3. Abolition of all rights of inheritance.
4. Centralization of credit in the hands of the state, by means of a national bank with state capacity and exclusive monopoly.
5. Centralization of the means of communication and Transport in the hands of the state.
6. Equal liability of all to labour. Establishment of industrial armies, especially for agriculture.
7. Free education for all children in public schools. Abolition of children's factory labour in its present form. Combination of education with industrial production.

From a Marxist perspective, relation between nations- as between individuals- can be seen as the affluent maintaining, and adding to, their prosperity, while the poorer remain subjected, dependent and in relative poverty due to the exploitative pattern of relationships within capitalism.

### APPROACHES TO DEVELOPMENT

An account of sociological perspectives on development would not be complete without the discussion of planned change, for an understanding of the patterns of development and change necessarily involves understanding something about the types of approach used by the governments and their agencies for initiating economic development and social change. In the Third world countries governments often play a dominant part in attempting to re-structure society in conformity with particular politico-economic goals. Moreover, while social and economic planning is also important in advanced industrial countries, in the less developed areas of the

world there is often greater concern for centralized state planning, which is frequently backed by heavy inputs of foreign aid and assistance.

There are two different approaches to rural planning in the third World: “The Improvement Approach”, which aims to encourage agricultural development within existing peasant production system and the “The Transformation Approach”, which attempts to establish new forms of agricultural and social organization, and which makes a radical break with existing peasant systems in terms of scale of operation, production techniques, and socio-legal structure.

### **The Improvement Approach**

In 1960 the World Bank described the “improvement approach” as aiming at “the progressive improvement in peasant methods of crop and animal husbandry by working on the peasant farmer on both the psychological and technical planes to induce an increase in his productivity without any radical changes in traditional social and legal systems”. This approach allows for the continuity of existing social institutions and land tenure arrangements. Development is to be initiated through improved extension work methods which, it is hoped, will encourage farmers to apply new crop varieties and new methods of production. This will enable them to produce more for the market, which, in turn, will probably require the development of new marketing organizations. It is envisaged that the development of better extension services, and the stationing of agricultural experts to tour farms and villages to give advice and to provide other services such as arranging loans, will establish new incentives that will lead to increased commercial production. The improvement of agricultural extension has frequently formed part of a more general programme of community development. The latter represents an integrated approach to the question of rural development aiming to initiate improvements not only in agriculture, but in health, sanitation, craft industries, and in the level of literacy. Such programme, of course, require a number of trained personnel, technically qualified in agriculture or some such skill, who are placed at the local level to provide assistance.

The improvement approach was especially characteristic of the development policies pursued by British colonial government in Africa, India, and elsewhere. The improvement approach during colonial rule led to much greater control over peasant and tribal populations and only in certain zones to increased commercial orientation.

Various governments encouraged the marketing of cash-crops through either government agencies (e.g. marketing boards) or government sponsored co-operative societies. These co-operatives were basically associations of small-holder farmers who grouped together for the specific purpose of marketing their produce. Thus colonial governments were willing to assist in developing an infrastructure concerned with distribution as well as production.

In most countries, the improvement approach was extended considerably after political independence. For example, India's first Five Years Plan (1951-56) stated that one of its aims was to increase agricultural production through the application of scientific knowledge and capital investment, and that this was to be achieved mainly through increased extension work among the peasant farming population.

Several writers have discussed the question of how to achieve optimal use of money and personal within an improvement policy framework. Two general points emerge. First, extension work should be concentrated in densely populated areas where soil and climate conditions are favorable and markets assured, but where is already evidence of land shortage. The second point is that work should concentrate on peoples who have already shown themselves receptive. This means, in fact, the economically better-off areas, where educational levels are higher and where there is already some semblance of a rural capitalist class, or at least of some established groups of commercially oriented farmers.

From the economic point of view, the improvement approach appears to have achieved a great deal. There have been rapid increase in peasant production in developing countries during the last twenty or thirty years and this is mainly due to improved smallholder agriculture. Moreover, working with peasant farmers is a relatively cheap way of stimulating economic growth since the level of inputs required is comparatively low. Such a policy, however, has two fundamental shortcomings. In the first place, it leads to the reinforcement or development of socio-economic inequality in the countryside, sometimes resulting in a widening of the gap between the commercial farmer and the poor peasant or landless categories. And second, it is a slow-moving process which cannot be expected to produce quick returns.

## **The Transformation Approach**

Although the improvement approach has produced tangible results in some areas and with respect to certain systems of production, dramatic changes have only infrequently take place. The typical process is a gradual one of slowly increasing productivity and market orientation.

According to this approach, economic growth can only take place if there is a marked increase in the levels of inputs complementary to labour, or if a substantial part of the labour supply is siphoned off the land into urban-industrial employment, or alternatively, if major changes are introduced in the methods of production and cropping patterns so that the surplus can be more gainfully employed. Such changes, it is often argued, cannot be implemented thoroughly enough under an improvement programme. Similar arguments are advanced concerning the necessity of introducing new forms of land tenure and larger production units so that economic of scale might be achieved and more efficient, mechanized forms of cultivation adopted.

These are some of the arguments offered by economist and planners for making a break with the improvement approach and pursuing a policy based more on a transformation of existing and social structures. Such reasoning coupled with certain socio-political objectives, such as the need to develop increased political control over populations in order to instill a greater commitment to national development goals, has led several governments to intervene more actively in developments. They have sought, that is, to introduce new technical, social and legal system that allows for the development of modern agricultural techniques and a higher rate of capital investment, leading, it is hoped, to increased economic growth. The most visible dramatic way in which this has been done through the setting up of new settlements which involve the larger-scale movement of population to new centers and through the implementation of land reform programs.

The above two approaches are broadly differentiated in terms of their socio-economic goals: the improvement approach aims to bolster up existing pattern of economic growth and to promote increased production in the peasant sector, while the transformation approach seeks to bring about structural change through making a radical break with existing systems. Underlying these two types of policy are different conceptions concerning the nature and problems of socio-economic development in

the Third World. Improvement policies rest fundamentally on a modernization view of change, and stress the importance of the diffusion of modern technology, skill and resources to the “traditional” sector, which for various reasons has lacked the motivation and opportunities to develop economically. This strategy, it is hoped, will lead to the emergence of a “progressive” group of farmers who use improved techniques and produce for the market, and who eventually, through a “demonstration effect”, will encourage others to do likewise. This policy contrasts with the transformation approach which tends to draw its inspiration from a more radical tradition of social research. The tradition emphasizes the necessity of making a break with existing systems of peasant production and of eliminating neo-colonial patterns of exploitation. Several governments that have recently adopted a transformation approach have, in fact, legitimated their position by direct reference to some kind of dependency critique of Third world development problems.

Analysis of the social consequences of rural development policies entails considerations of many dimensions: the relation between the particular policy and other government measures affecting the rural population, the patterns of political control and economic differentiation in the areas of implementation; the organization and styles of leadership characterizing the promotion agencies and government departments involved; the struggles occurring within the government bureaucracy for control of particular programs and scarce resources and the expectations and interests of the local population itself. A further crucial aspect concerns how different local groups interpret the general objectives and feasibility of government sponsored schemes, and how far the policy itself favours the interests of particular social sectors at the expense of others.

## RURAL DEVELOPMENT

Rural development is a continuous and complex process which not only envisages the development of rural areas but also the development of rural people. Rural development aims at optimum realisation of growth potentials of the villages, ensuring equitable distribution of benefits of development to the disadvantaged sections of society creating gainful employment opportunities. In developing countries like India where majority of lives in rural and depending on agriculture for its livelihood and where problems like poverty, unemployment, social and economic inequalities exist more prominently in rural areas, the importance of rural

development cannot be overemphasized rather it is the main thrust of the national development. The strategies focus on improving agricultural productivity, promoting the production and export of non-traditional products, generating gainful employment and increasing output of small scale enterprise (Jain: 2001).

Rural development does not imply setting up of major industries in rural areas. Rural development on a sustainable basis is possible only when the rural resources are put to optimum use, enhancing a steady growth in rural output and generating surplus income (Sundaram: 2011). This strategy of rural development will ensure self-reliance implies self-competence, resourcefulness, problem solving capability, the ability to discern and wisdom to use knowledge.

Rural development implies both the economic betterment of rural people as well as greater social transformation of rural areas. In order to provide the rural people with better prospects for economic development, increased public participation in the rural development programmes, decentralised planning, better enforcement of land reforms and greater access to credit are envisaged. Rural development has always posed a challenged to the planners, implementers and stakeholders. The 73<sup>rd</sup> and 74<sup>th</sup> amendment to our constitution mark the culmination of concerns that have dominated India's reach for an alternative paradigm of development and rural development and rural governance, thus occupies priority in the agenda for national development in India.

## APPROACHES TO RURAL DEVELOPMENT

India has gained vast experience in the implementation of rural programmes. The approaches of rural development and area planning have also changed over a period of time. The emphasis is intended not only to accelerate the pace of growth of rural sector but to ensure social justice by minimizing wastage and leakage. The choice of intervention in planning rural development programmes has shifted from the target sector to the target area and target group approaches and their combinations. The approaches and strategies of rural development depend on ideology, political structure and requirements of the nations. The current approaches to rural development emphasize the following.

1. A direct and time bound plan of action for improving the living conditions of the rural majority and their quality of life;



2. All round development of the abundantly available manpower with technologies in place to promote this objective, simultaneously increasing productivity and enhancing work satisfaction;

3. Promoting real participation of the rural majority in the decision-making, mobilization and implementation;

4. An integrated approach that will integrate sectors of development with reference to an agreed package of goods and services and in a more fundamental sense, integrate different levels (central, state and local) areas (urban and rural) and classes of people (rich and poor) and

5. Promotion of self-reliance at local as well as provincial and national levels in achieving these objectives (Jain: 20011).

Rural development is dependent on a multitude of physical, technological, economic, socio-cultural and institutional factors. There are various variables that determine rural development as natural resources, employment, capital, technology and organisational institutional framework.

#### THEORIZATION OF RURAL DEVELOPMENT

A theory is a set interrelated principles and definitions that present a systematic view of phenomena by specifying relationships among variables with the purpose of explaining natural phenomena.

A theory is expected to perform two major functions, namely explanation and prediction of phenomena. There is universally acceptable theory of rural development which can explain the existing phenomena of rural development and predict its future course (Singh:1991 and Naire: 2011) since there is no acceptable theory , so we have only hypothesis and propositions that constitute higher level generalizations in the field of development.

The classical economist of the late eighteen and early nineteen centuries did not focus their attention on development or rural development they rather assumed that economic growth would naturally lead to economic development. It was towards the end of Second World War around 1945 that development became an important field of study and attracted several scholars attention. Two distinct schools of thought

emerged in the fifties, namely capitalist's school and the dependency theory of the Marxist school.

### **The Modernisation Theory**

The modernisation theory of the free world model of development propounded by classical school of thought was the justification for US hegemony in the context of the cold war. The essence of the theory was, the transfer of western technology and rationality, without changing class struggle as means of development and removal of social and ideological obstacle to such process. The modernisation theory was based on the following assumptions;

1. Application of western science and technology in order to increase production is essential for achieving development.
2. The process of development can be delineated into a series of stages, and all societies pass through those stages.
3. In the process of development, traditional, social and political institutions are replaced by modern ones.
4. Traditional feudal forms of political power will be replaced by democratic forms of governance.

However, theory has lost much of its failure to predict and explain many economic phenomena, such as the faltering of the post second world war boom in the 1960's world wide depression in the 1970's and the shift in the terms of international trade in favour of developed countries. The theory also did not foresee the adverse environmental impacts of the capitalist free market model of development and its unsustainability. Another reason for the failure of modernisation theory to be relevant in the context of developing countries and that is the ineffective implementation of rules and controls aimed at preventing private companies or groups from dominating their domestic market (Naire: 2011).

### **Rural Development during Pre-and-Post-Independence India**

Rural development traces back its history to the seventeenth century when voluntary efforts to serve the mankind were initiated. A religious society of people known as friends or Quaker's had emerged as a movement in this direction or the first time in England then the other parts of the world in rapid strides. It aims at providing

service to mankind transcending bonds of religion, territory and culture. The Quaker movement was that every human being and therefore, a temple of god. The main spirit behind this movement has been one of the selfless sacrifices and it turns like a wire, as it were among the exponents of the Quaker faith.

However, the first attempt for rural development in India was in 1885 with an ultimate objective of bringing immediate relief and development of rural area in Baroda by Munglal Lal Gandhi. The Ashram aimed at preparing for non-cooperation and the civil disobedience movement launch by the Indian national congress under the leadership of Gandhi.

With the start of the reform movement by adivasis during the period 1915-20, the government suffered heavy in revenue, sales of liquors by contractor reduced drastically and the adivasis also refused to do the agricultural work on low wages. In 1935, reconstruction centres were organised at several places, but start of the second war in September 1939 towards the progress of these centre. 'Grow more food' campaign was started in 1943 with a view to augmenting the level of food production through planning and implementation of short term improvement programmes in agriculture. Besides, a good number of project aiming at community development were introduced in different parts of the country.

The next important step was taken by the 'kishan sabha' under the leadership of the communist worker Mrs. Godvari Parulekar in 1945. For the first time, adivasis made slogans against landlords, money lenders and contractors. As a result, the minimum wage Act was brought under enforcement in forties to safeguard the interests of Adivasis working for forest contractors. And since 1947, the government started to encourage formation of cooperative/labour for forest workers.

However, since start of the past decade of the 19<sup>th</sup> century, quite a few centres of rural construction were started from time to time in different parts of the country. These centres made systematic efforts for development of life and society or specific rural communities and tried to make full use of technological knowledge.

### **Post-Independence**

In September 1948, the first and the foremost 'pilot project' was started in area of 64 village scattered in the vicinity of Mehewa near Etawah (UP). Subsequently, in the year 1949, there was again move for 'grow more food' campaign with a view to

attaining self sufficiency in food grains by 1952. The first 5<sup>th</sup> year plan conceived the national extension service as the agency and community development as the method through which it was envisaged that the successive five year plans would create a better, richer and fuller life for the teeming millions living in thousands of communities in India. The national extension service was started in 1952 by the government of India with the establishment of 55 community development programmes was extended to cover the entire country by a net work of 5,265 community development blocks.

With the advent of the fourth plan in 1969, it was realized by the planning commission that ideology of equity in spatial development could not be achieved through adoption of equity in spatial development could not be achieved through of adhoc and 'piece-meal' planning for urban and rural areas separately. Consequently, realizing the benefits of various development programmes were, in the main, being taken by these better endowed in terms of land resources ' the programmes were designed for the development of small and marginal farmers and the landless and agricultural labourers were taken in the early seventies. Drought prone areas programmes were introduced in mid seventies. A programmes of 'food for work' was launched in 1977 and during 1974-77, special sub-plans of development were introduced with a view to removing regional disparities particularly in less endowed or less advantage areas, like the hill and tribal areas.

At the close seventies, it was realize that the small fraction of rural poor was covered effectively by the anti-poverty programmes. Among the rural, especially those belonging to the bottom stratum were left untouched. Besides, the territorial overlapping of these programmes and their funding pattern created considerable difficulties not only in effective monitoring but also thwarted achievement of the programmes. In view of these it was decide to combine these programmes into one and designate it as the Rural Development Programmes.

However, based on the above conceptualization it was, therefore, decided that before the start of the six five year plan the poorest sections belonging to the families of landless labourers, small and marginal farmers, rural artisan, schedule castes/schedule tribes and socially and economically backward class will have to assisted through an appropriate package of technology, services and asset transfer programmes. (Prasad: 1998).

## STUDIES ON RURAL DEVELOPMENT

India's has no meaning if her vast rural masses are not taken into consideration (Punekar & Golwalkar: 1973). Community development programme was a modest attempt in this direction. To bring desired result over these programmes, government had to plan the programme in terms of its objective, while the group in charge of implantation had to use the programme as a method of transforming the rural life for the betterment. The rural community, for whom the programme was meant, had to participate in the programme and to take a active initiative.

**Desai (1979)** pointed out that government has adopted different measures to transform underdeveloped and predominantly agrarian society. Doing that government followed capitalistic lines instead of socialistic structural planning. According to him that will not be effective in their purpose. Keeping this in panchayat he tried to examine in his further study, the social implication of land reforms, village panchayat, bhoodan and cooperative for rural development.

Rural reconstruction and development are their very nature link to agricultural development in India, since land and water based occupation involving crop and animal husbandry, fisheries and forestry constitute the basic industry of rural India (Swaminathan: 1982). According to him, village uplift and the economic transformation of rural society hence must be based on agriculture needs and potential. The many rural development projects, starting with the community development programme, initiated during the different plan periods have not succeeded in reversing the drain of brains and the resources from the village to the city. So, much attention needs to be given to improve the income of those with practically no assets, such as landless labour families.

Rural development, particularly after world war 2<sup>nd</sup> has become a matter of global concern and studies of rural societies has assumed special significance in the context of planned development. In his study Danda (1987) described the community life of Gandhar, a muslim majority multi caste village of Uttar Pradesh and highlighted various facts like social, economic, political and culture life before various programmes of community development were implemented in Gandhar. The author also discussed the transformation process of the rural community brought about as a result of planned development. His analysis of responses to various castes

of different programmes of development viz. Education, sanitation, improved agricultural practices, housing, health care etc provide deep insight. Danda concludes that Gandhar as a community is already half a way through its journey from non-competitive, cohesive to the competition ridden heterogeneous world and signs of Gandhar's capability for integrating itself with the larger society appear fairly distinct and promising.

The rural development without bureaucracy is unimaginable as it occupies key position in formulating and implementing the various policies and programmes. According to Singh (1989) in early fifties a bureaucratic model of development was devised in the form of community development department. Barring a good results in the initial stages this model failed to deliver the goods in desired direction. He feels, it was mainly due to the bureaucrats, entrusted with the responsibility of managing manifold reconstruction activities that had not been able to evoke the desired degree of people's participation in the task.

According to **Singh (1989)** rural development is based on the development of rural economy. He believes the orientation of the commercial banking system towards financing of rural economy has made rural bankers to achieve knowledge about social and economic structures for the village, about belief and values of villagers and also the agricultural lending techniques.

In India cooperative has been assign a very significant role in the task of rural development particularly in eradicating poverty and unemployment (Dutta: 1991). But the cooperative movement in India has not succeeded in realizing its objective of acting as an effective agency of rural development. In Assam too, the various types of cooperative that are in existence have to depend on the government patronage because it has yet to stand on its own feet.

**Singh (1994)** highlighted the role IRDP programme for socio-economic change of the rural poor in his study. The study rejects some of the popular notions that the standard of living of the rural poor has been improving with the state loan sanctioning, various bottlenecks created by the bureaucracy, misutilization of loan by the poor due to non available of proper guidance etc. Are some of the important factors which make of the IRDP schemes unsuccessful. Though some of the schemes showing signs of success, this success becomes almost negligible in total scenario of

development. Change in the economic and social status of the ruralities due to loan is quite nominal. It is high time to reconsider the whole development process. As an alternative, money being provided as loans may be use for promotion of rural industry of various types which can be helpful for creating large scale employment.

**Chauhan and Bais (1995)** said that the emergence of India as an independent sovereign country has made the relationship between social structure and rural development rather complex. He made an in-depth study of the slow but perceptible social change in backward rural areas as a result of various socio-economic developmental programmes. According to him a lot has happened after independence and rural India is not what it was in pre-independence days.

Rural development is the backbone of total development of a nation state. The adhoc and fragmented approaches adopted for rural development, some of them working simultaneously at cross purpose but they are not going to solve the problems of rural poverty. According to Devi (1997), there is a pressing need for a comprehensive rural development policy and pooling of resources involving both man material to achieve the design national goal.

According to **Jain (1997)** rural development had to be directed more specifically to benefit the rural poor. He stressed to gear planning explicitly and directly to the eradication of poverty instead of relying on the benefits of growth to trickle down to the poor.

Development policies have much emphasize on growth maximization to provide benefits to rural poor (Datta: 1998). But later on it was realized that rapid growth were not ultimately reaching to the target groups rather widened the gap between poor and rich. Redistribution with growth and growth with social justice playing much importance on people's participation in the development process added as a change concept for rural development that had made rural development more broad based. The debate on grassroots development on rural India has taken a new dimension following the 73<sup>rd</sup> amendment of the constitution. The amendment has laid stress on such issues of development as participation, empowerment of women and the like. He also said that no efforts of grassroots development and decentralisation will bear fruits without empowering the people.

NGOs and panchayati raj institution as the most important agencies in rural development though they are isolated in functioning and interaction and collaboration for rural development (Padeep Kumar: 2005).

In this paper effort has been made by Nizamuddin & Guliani (2006) said, rural development concerned with economic growth and social justice, improvement in living standard of the rural people by providing adequate and quality social service and minimum basic social needs, becomes essential. In this regard central government's policies and programmes have laid emphasize not only on poverty alleviation, generation of employment income opportunities but also provision of infrastructure and basic facilities to meet the needs of the rural poor. They also mentioned that to strengthen the grassroots level democracy, the government is constantly endeavouring to empower Panchayati raj institution in term of functions, powers and finance, NGOs, SHGs and PRIAs have been accorded adequate role to make participatory democracy meaningful and effective.

#### NGOs AND RURAL DEVELOPMENT

**Oakley and Dillon (1985)** in a major study of NGOs in India, Bangladesh, Brazil and Ghana, point out that NGOs were relatively successful in fostering participation of client groups; their ability to institutionalise these process was weak. This weakness seems most marked in groups engaged in income generation activities.

Voluntary action and state are the two sides of the same coin of rural development administration (Bava: 1997). Voluntary organisation can play a crucial role in rural development by supplementing government efforts. According to him the voluntary organisation and government should come to the negotiating table and with mutual respect discuss on development issues as the both are to be viewed as partners in rural development. The government is built the outer circle of development and voluntary and spirit.

**Shivani (1998)** stated NGOs are becoming increasingly important in the people oriented development programmes and projects at the grassroots level by virtue of their involvement and commitment to the rural poor. He also viewed that the success and failure of NGOs are greatly dependent on the attitude of the government officials in the areas of operation on the one and rigid dynamic policy framework on the other. According to Shivani, government organisation and NGOs should be



conceived as the two important development activities and methods of operation of both the organisation should be properly coordinated and integrate and to harvest the most meaningful result.

**Purao (2000)** stated in her study that, in order to overcome the large scale poverty in rural India, the involvement of NGOs in development sector is essential. According to her, to overcome poverty, the most effective medium to reach the poor are VOs/NGOs which are in better position to identify the genuine poor, their needs and suggests appropriate programmes. She pointed out that in spite of various drawbacks; voluntary association remain a powerful medium to reach the poor.

**Bhaskar, Indu and Geethakutty (2001)** has analysed the role of NGOs in rural development through case study conducted on two NGOs in trissur district of kerala state. Study said the major rural development programmes of NGOs were agriculture, health programmes, human resources development, community development and industrial and trade programmes to bring require progress on the said fields. He also observed that a perusal of their programme activities provide a view on the combination of delivery and service activities and employment generation activities in the case of KESS while AVARD has made more efforts in delivery services. Both the organisation has taken location specific activities, which were formulated after analyzing the needs and priorities of their target. Study reveals that ninety percent of the beneficiaries, workers of NGOs as most beneficial for them. Whereas non-beneficiaries, workers of NGOs and workers of other development agencies have also considered rural development works of the NGOs as effective for rural development.

**Sahu (2001)** stated that development programme undertaken with the active involvement of people have greater chance of success when compared to development programmes undertaken by government where people become passive observers. it is here the role of voluntary organisation is crucial in creating awareness about such programmes among the rural people and motivating them for activity participating in such programmes. He aptly argues that majority of the schemes did not take into account the local needs and initiatives as well as feasibility of projects. He argued that a developing society rapidly moving from tradition to modernity would experience a variety of social and economic tensions. A sensible voluntary organisation working at the village level could help up to reduce their tensions. According to him voluntary

organisation put more emphasize on people involvement in decision making and implementation of any developmental programme.

Voluntary sector enjoys certain functional advantages, being community based, more accountable and capable of providing service at lesser cost. Voluntary organisation has the flexibility to develop innovative projects based on local needs and resources in contrast to the standardization that normally characterizes governmental actions. In his speech he requested the voluntary organisation to adopt appropriate standards of accountability and transparency to maintain their integrity. He also requested government departments to be transparent while dealing with voluntary sector.

**Vajpayee (2002)** pointed out that enough attention was not paid to the voluntary sector in strategy for national development. Democracy at the grassroots cannot be strengthening without a tradition of public service and spirit of volunteerism. He praised the work done by devoted activist in different areas of nation building. Such as integrated rural development, watershed management and traditional rain harvesting, construction of community toilets, women and child welfare in tribal hilly areas. He appealed the mass media to give greater publicity to these heroes and their work. He emphasize that the focus should be to create replicable method models of NGO led development and NGO delivered service that do not depend on governmental intervention for growth.

**Tandon (2002)** identified three most important contributions of voluntary organisation in national development viz. innovative, empowerment and research advocacy. Tandon lamented that voluntary sector remained unattached to India. While the relationship between the government and private business has been significantly redefined and rework over last 10 years, the same has not happened with respect to voluntary sector.

Voluntary organisation has been working for upliftment of the deprived sections, should try to bring about a change in the attitude of the whole society towards such groups (Jatiya: 2002). He informed that around two thousand voluntary organisations are currently working with the ministry of social justice and empowerment and have been engaged in activities that are best roots of all forms of social injustice and therefore voluntary organisation must develop a viable mechanism

like formation of SHG to raise the economic conditions on the deprived people. To achieve these objectives the voluntary organisations have to create motivations in this regard.

**Dharia (2002)** narrated the work of voluntary organisations in watershed and rural development in Maharashtra that came together to constitute a federation at the state and district level to ensure not only better functioning but also transparency and accountability as the voluntary organisations have entrusted the federation with the right to examine/ supervise their work and to deal with any complaint against them. He felt that voluntary organisation could facilitate gram sabha & panchayats to create mutually supportive activities involving PRIs and the voluntary organisation.

**Jami (2002)** referred to the shifting of the role of the voluntary sector from charity to empowerment, development and social change, and the prevalence of the community spirit in the naga society. He recommended simplification of rules for providing assistance to voluntary organisation and a decentralized system of funding with closer interface between the centre and the states as the present system of direct funding of VOs by the central agencies encouraged growth middlemen, corruption and much abuse and misuse of funds.

Voluntary organisation of kerela doing commendable work on adivasis, women and unemployment, and also in health and drinking water sector (Sankaranarayan: 2002). He also expressed that there is a need to establish accountability and proper audit of work of the voluntary organisation.

Seeing the increasing role of PRIs, JHA (2002) felt there is a need to establish harmonious and well coordinated relationship between the voluntary organisation and the PRIs. He requested the NGOs working in the field of environment to strike a balance between the environmental and developmental needs of the poor.

The creation of shared vision of public-private and voluntary sector was emphasized by Valarmathi (2002), he also informed that in Tamil Nadu, the voluntary sector has taken activities in health and family welfare, literacy, land use, minor irrigation , sericulture and notably in human rights and child labour. The state has been actively promoting formation of women SHG, sanitation and Aids prevention, through NGOs.

**Barman (2002)** referred to the pivotal role of the voluntary organisation in Assam in welfare of women and children, national aids control schemes, drug-de-addiction, welfare of SC and ST people, rural development, particularly in formation SHG etc and in this context the need for capacity building of the voluntary organisation in Assam to enable the state to reap the benefit of the policy to expand the role of voluntary organisation in national development. The state government should kept inform of the funding and activities of the NGOs as a matter of practice.

**Srinivas (2002)** inform about great progress achieved in Andhra Pradesh in forming 6,53,000 SHGs involving a crore of people including 59 lakhs women and extension of the SHG concept to forest management, water use and water shed development projects and youth groups with the active participation of the voluntary organisation.

The NGOs as a social force facilitates collective action and people mobilization for the purpose of achieving the desired objectives. The NGOs are dependent on various peoples oriented as well as people-centered strategies and these organisations build rapport with the people and mobilize them. The NGOs play in making the people environmentally aware and sensitive to take in the development process (Panda: 2003).

**Chitra (2003)** charitable and voluntary organisations since time immemorial have been contributing significantly towards the healthcare of the community. With the passage of time, NGOs have equipped themselves adequately and come up enthusiastically in providing service like relief to the blind, the disabled and disadvantage and helping the government in mother and child health care including family planning programmes. As a result, all concerned private health sector because of their staff's motivation, dedication and sympathy for the deprived sections of our society and their personalised approach toward the solution of problems.

In their study, power, **Ambedkar, Shrikant (2004)** stated that NGOs are as important links between peoples at the grassroots, civil society and the state. They have been instrumental in creating awareness and implementing development programmes. At the same time NGOs are dependent on an influence by the state as well as, international funding ideology and programmes. These interface between NGOs and the state needs to be urgently addressed.

**Sing (2004)** has made an attempt to provide better understanding of NGOs working in Manipur and their problems by taking up a micro level study. He conducted a survey during (2000-2001) in two tribal villages in Manipur by name Khangsin and Minou. He concluded that NGOs are playing an active role in development activities in the field of education, health and sanitation, women and children to improve the quality of life.

**Sooryamoorthy & Gangrade (2006)** explained the role of voluntary organisations as to serve as watchdog and create capacity among the people to remain constantly vigilant so that no body dupes them. They can play pioneering roles in developing people's institutions and as catalytic agents make them self reliant. They should empower people and create confidence in them to take care of themselves rather than depend on others.

The study focused on the health issues of the vulnerable, the marginalised and the poor in Mumbai. The case studies of various NGOs reflected the initiatives, process, successes and challenges faced by in reaching the unreached in need of health care. Health is the point of entry through which the NGOs gain access to people and this paved the way for mobilizing groups on developmental issues and social action as said by Nadkarni, Sinha & D'Mello (2009). The huge gap between the demand and supply of health care services has been filled by NGOs of all hues, which provide a range of services such as service delivery, preventive and rehabilitative health care, training and capacity building, health education and research, resource development and advocacy. These efforts have paved several innovative and participative ways of bringing health rights closer to the community.

**Prabhakar (2010)** made a study on NGOs role in watershed management. He manifested NGO activities in a wide spectrum programmes. In welfare programmes, development oriented initiatives, empowering women and weaker sections, protecting the rights of marginalised segments, protecting the environment through watersheds, spreading literacy and education, the participation of the NGO sector has been impressive, particularly since independence. NGOs play a supportive role in rural development by stimulating and promoting people's participation in governmental programmes.

## STRATEGY OF RURAL DEVELOPMENT IN INDIA

After independence one of the major tasks before the Government was to formulate and execute the plans for restructuring the Indian society. The immediate step in this direction came with the abolition of the instruments of exploitation like Zamindari and Rayatwari land tenure systems which had been responsible for the collapse of the Indian society. The First Five Year plan (1951-56), the laws regarding tenancy right and ceiling of land holdings were implemented. This enables the tenants to get back their land from the clutches of renters.

The early ideas about rural development emphasized on self-sufficiency of the village represented by Gandhian model of development. Gandhian perspective on development is distinct on two counts. Its priorities (i) self-development over material prosperity; and (ii) development of village, rural industries and working at the grass roots modern machinery, technology and mills. Gandhi firmly believed that the essence of swadeshi consisted in producing enough cloth to wrap each Indian, which would be possible through spinning and weaving by the masses. The people needed to pledge themselves to the use of swadeshi cloth only. He added that the use of Khadi cloth for covering the body has greater implications. In his own words, “khadi must be taken with all its implications”. It means a wholesale swadeshi mentality, a determination to find all the necessities of life in India and that too through the labour and intellect of the villagers. The rural development paradigm adopted in the form of community development programme (1952) based on extension services to the village was a major departure from the Gandhian model of rural development.

The community development programme introduced in 1952 was an attempt at a systematic and integrated rural development in the country. The basic objective of the programme was to serve the rural people and to reach as large number of them as possible. The programme put into operation the concept of making a multi-purpose functionary responsible for all rural development programmes at the grass root level so that it can meet the needs of the rural households. Thus, for the first time, the office of the village level worker (VLW) supported at the block level by a team of various subject matter specialist was introduced and the community development block was made a unit of planning and development. For all the rural development programmes at the block level and for the block level functionaries, the block development officer (BDO) was supposed to act as a coordinator. The programme adopted a holistic

approach to develop agriculture and allied activities, village infrastructure, social welfare, employment, housing and other basic facilities in the village.

The impact of the community development programme was analyzed by a number of social scientists (Dube, S. C. 1958; Lewis, Oscar 1958; Taylor, Carl C. 1958). They have attempted to assess the nature of the impact of the programme on the life of the rural people. It was observed that “the programme could not bridge the gap between the rich and the poor but conversely it widened the gap between the rich and poor sections of the village community” (V. P. Singh, 1994: 7).

During sixties, when the community development programme was gaining momentum, the country passing through the food crisis and therefore the entire rural development efforts were shifted towards agriculture development. As a result Green revolution was achieved towards the end of sixties and the country gained self-sufficiency in food production. Despite the achievement of this policy it was observed that the farmers with small and marginal holdings did not gain from the green revolution and remained poor. The benefits of agriculture development did not percolate to the large number of agriculture labours either. Introduction of modern farm technology and use of modern equipments/factory made equipments rendered a large population of rural artisans’ jobless (S. R. Maheshwari: 1958; V. P. Singh: 1994; Thapliyal: 2002).

In order to counter these maladies of the development process a series of special rural development programmes as corrective measures were also introduced during early seventies. The most important among them was Small Farmers Development Agency (SFDA), which was directly focused on the small and marginal farmers, was introduced in 1973-74. In 1974-75 Marginal Farmers and Agriculture Labourers (MFAL) Agency Programme was also introduced to take specific care of the marginal farmers, rural artisans and the agriculture labourers. The MFAL, which was similarly to SFDA programme was merged with SFDA in 1976 (V. P. Singh: 1994:9-10). To provide relief to the rural poor who mainly depended on daily wages, a crash Employment Programme introduced in 1974-75 in selected districts of the country where the concentration of agriculture labourers was very high. Again during 1975-76, another wage employment programme called as ‘Pilot Intensive Rural Employment Programme (PIREP)’ was introduced in blocks which had chronic

unemployment problem (Thapliyal: 2002). Thus, towards the late seventies a number of programmes aimed at employment generation were under implementation.

During the 1978-79, SFDA and the beneficiary oriented element of all other programmes were merged into one and a new programme for self-employment, called as Integrated Rural Development Programme (IRDP) was introduced in 2000 blocks initially with a provision to bring 300 blocks under the programme every year. Similarly, all programmes aimed at wage employment were merged together and brought under Food for Work Programme. In 1980, IRDP was expanded to all the blocks in the country and simultaneously Food for Work Programme was also reorganized as National Rural Employment Programme (NREP) and extended to all blocks of the country. Later on two sub-programmes, namely, Training of Rural Youth for Self Employment (TRYSEM) and Development of Women and Children in Rural Area (DWCRA) were added as component of IRDP to provide the self-employment to rural youth and women respectively. A number of evaluative studies of these programmes have been conducted by social scientists. Some of the important studies of these programmes are of Indira Hirway (1984); N. K. Rath (1985); Maithani and Singh (1987) and Singh (1995).

In case of wage employment Rural Labourer Employment Programme (RLEGP) was launched in 1983 as a component of NREP to provide guarantee of 100 man day's employment to the family members of landless agriculture labourers particularly in lean season. In 1989, these two programmes were merged into one programme named as Jawahar Rojgar Yojana (JRY) and the village panchayat was assigned to implement this programme.

Thus, from a practical point of view, NGOs have a number of distinct features that build a solid foundation for effective collaboration with rural development. NGOs are often able to reach segments of rural populations that governments neglect or do not target as a priority. They often find their way into remote rural areas to identify the poorest segments of communities, deliberately seeking out those who are normally excluded from development processes. The relevant literatures are discussed below:

**Chambers (1983)** has described, the term rural development is a sub-set of the broader term development. Development is a universally cherished goal of individuals, families, communities and nations all over the world. The term rural



development connotes over all development of rural areas with a view to improve the quality of life of rural people. In this sense, it is a comprehensive and multi-dimensional concept and encompasses the development of agriculture and allied activities, village and cottage industries and crafts, socio-economic infrastructure, community services and facilities and above all the human resources in rural areas. As a discipline, it is multi-disciplinary in nature, representing an intersection of agriculture, social behavioral, engineering and management science.

**Rama Chandra, and De Campos (1991)** in their studies in rural development identified three problems and new approach for rural development. They have pointed out that (i) the implementing capacity of the existing administrative system is considered as part of the problem to be solved, and taken account in the design and planning of implementation (ii) the simple identification of poverty with lack of resources is replaced by a deliberate attempt to understand an influence the socio-economic processes that are so often at its root and (iii) the openness of rural system and the important for rural development of their link to urban and other system is recognized. They have suggested new approach such as (i) de-linking the poor. (ii) decentralization and (iii) spatial integration. They identified that these types of approach is common among the NGOs than among government organization. These NGOs see their primary task as one of helping the poor to organize themselves and consider that the improvement of access to resources. More generally there is much experience of both NGOs and government projects with these approaches that is directly relevant for the design and planning of Integrated Rural Development Project.

**The Integrated Rural Development Programme (IRDP)** represent the nation thrust against rural poverty. It is directly aimed at the identified target groups. It is desirable that in planning and implementation of IRDP people should be involved in an institutionalized way. It implies that people should participate in the programme in the form of formal and informal groups and associate themselves in different activities of the program.

**Ambedkar (1994)** discussed that, after the independence one of the major tasks before the independent national government was to formulate and execute the plans for reconstructing the Indian society. The immediate step in this direction came with the abolition of zamindari and Rayatwari land tenure system which have been responsible for collapse of the Indian economy. The various five-year plan (1952), the

laws regarding tenancy right and ceiling of land holding were implemented. The other major steps for restructuring the rural community were the innovation of community development programmes, panchayati Raj and rural co-operatives. Community development programme was introduced in 1952. The basic objectives of the programme were to serve the rural people and to reach as large number of them as possible. The programme emphasizes on making multi-purpose functionary at the grass-root level to meet the needs of the rural house hold. By the end of the second five -year plan every village in India was brought under the scheme, the major items included in this programme were related with the following eight categories:- (i) Agriculture (ii) communication (iii) Education (iv) Health (v) Training (vi) Social welfare (vii) Employment and (viii) Housing. Panchayati Raj was created to entrust with all the planning and development activities. In 1957, the team for the study of community projects and National Extension Service, popularly known as the Balvantrai Mehta Committee was appointed to suggest and correct the drawbacks in implementation.

**Singh (1994)** studied on, The Intensive Agricultural District Programme which was launched in third five-year plan in 1960. Its purposes was to contribute both to a rapid increase in agricultural production in selected area and to suggest new innovation. Thus, initially IADP had been shown a little sign of achieving their principle target in agriculture production. During the fourth Five-year plan (1969-74), expressed concern for both sub-marginal farmers and agricultural laborers and emphasized on creating supplementary occupation and other employment opportunities. The schemes to improve the condition of small and sub marginal farmers were sanctioned during 1970-71. The basic objective is to raise the earning capacity of the target groups through various programmes related to the improvement in agriculture and subsidiary occupation. The Integrated Rural development was launched in 1970s, which directly attacks on poverty. It was intended to decentralized the development planning at the district and block levels. Thus, Integrated Rural Development has two components; 1. Area Development, and 2. Beneficiary Oriented Programmes. It includes Minimum Needs Programmes, drought prone area programme, Hill Area development Agency, Integrated Tribal Area development Programme and Desert Area development programme. Integrated Rural Development Programmes represent a combination of schemes in different sectors of rural economy such as crop

production minor irrigation, animal husbandry, development of women and children, social forestry training rural youth for self employment and developing industries activities in rural areas. Integrated rural development programmes are essentially an anti-poverty programme aimed at increasing the productivity and income of weaker section of the rural population.

**Singh (1999)** suggested to reformulate the strategy of rural development in India as follows; (a) There must be serious effort to educate the rural population of the country at war level, (b) As an immediate steps to tackle the problem of rural poverty more emphasis must be given on wage employment programme rather than self employment programmed, (c) A service cadre in rural development administration must be developed in due course in time, (d) The planning component must be strengthening in rural programme and (e) The non- government organization at high reputation should be involved in the planning and implementation in rural development programmes.

**Shri Ram Meheswari (1995)** in his studies emphasized on, the new wave of “back to the villages” movement quickly spread far and wide and a spurt in voluntary activities in the field of rural development occurred. Rural development indeed received a powerful strength in 1921 when ‘Dyarchy’ was introduced in the provinces under the government of India Act.1919. The first five year plan (1952) has formulated rural development into six categories: (1) the community approach, (2) the area approach, (3) the target approach, (4) the employment approach, (5) the welfare approach and (6) the integrated development approach. A comprehensive programme for rural development in the form of community development programme was launched on oct.02.1958.

He also explained that voluntary agency not only undertake constructive work but also exercise surveillance over the government in its role as a rural developer. They criticized government policies and programmes and provide an essential communication channel by keeping the government brief about the success and failures of rural development programmes. Many trust and foundation have been set up in the name of God to initiate specific programme for the betterment of rural life. For example the Tirumal Tirupati Devasthanam which manages the temple complex of Lord Venkateswara at Tirupati, Ramakrishna Mission, Sri Admar Mutt Educational

Council Udupi Karnataka has set up institutional for rural development activities on humanitarian ground.

The first five year plan (1952), provided rupees four crore by the central government for voluntary organization, during this time that the Bharat Sevak Samaj act as a non-political and non-official for constructive work in rural programme. The ministry of rural development has set up a body to deal with the voluntary bodies, the Council for Advancement of People's Action and Rural Technology(CAPART) was set up in 1986, channel funds to voluntary organization for implementing rural development programmes. Other organizations like OXFAM, Christian Aids, Catholic Relief Service, Save the Children Fund and Bread for the World are working at the international level for the rural poor.

**Varma (1996)** in his studies pointed out that the Seventh Five-Year Plan (1985-1990), marked a distinct departure from the earlier phase of planning in so far as science and technology has been assigned a key role in increasing in production and productivity in the field of rural development especially in the field of technology Mission on Drinking Water in villages and related water management, and poverty alleviation and other rural development programmes. Governments around the world are making increasing use of contracting "technologies" to purchase services from voluntary organizations, both in privatizing(contracting out) previously government-provided services and in reining in (contracting in) more autonomous voluntary sector services previously supported by grants-in-aid.

**Devendra & Thakur (1997)** in their studies have described that, Voluntary action has a long tradition in India. It played a vital role in demonstrating interventions towards improving the quality of life of rural communities. Through conscientisation, awareness generation and capacity development processes, they attempt to break the cycle of deprivation and poverty to enable rural poor to assert their rights and lead a dignified quality of life. With the deteriorating quality of life in villages, out migration is a stark reality. People migrate in hordes, drawn by the bright lights of the cities to life an inhuman existence in slums. Cities are choking and there are frequent breakdowns of essential services. It is evident that if cities are to survive today there have to be concerted efforts at improving the quality of life in villages.

**Dharmarajan (1998)** talks on, NGOs deem active participation by the poor in their development process as an essential precondition to their empowerment, participation not only in the implementation of programmes or projects but also in their conception, design, monitoring and evaluation. Over the years, NGOs have developed highly effective participatory processes to increase the involvement of the poor in their own development processes to analyse and to act upon their situations through their own eyes, and not as defined by external entities or development agencies. Many of these participatory tools and methodologies have gone on to be adopted by official development agencies and, increasingly, by governments.

**Prasad (1998)** traditionally, the non-government sector has played a subdued role in the context of deprivation and poverty of rural communities. NGOs have kept away from addressing larger social and political factors that underscore the forces of deprivation. They have been active in areas where the market would not and the state failed to reach - especially in relief and welfare functions. This does not mean that their role has remained static over years. However, NGOs' greatest limitation has been in confining their vision to gap-filling roles, complementing even substituting roles which ideally should have been the state's. Thus, in a way, NGOs in this context arises out of the state's failure to fulfill its responsibilities. Over years, NGOs have moved away from being mere delivery agents of various services to undertaking training, capacity building and facilitating roles. Empowering communities became the key issue in their work during the last decade or so. This empowerment is being manifested in processes that involve target communities in more roles than that of a beneficiary; in institutional mechanisms at the lowest level to consolidate and expand on the results of combined action. Tracking the trajectory of the growth of NGOs, it is only over the past two decades that they have been gaining visibility and recognition in development processes. Over this period they have been playing various roles, a few of which will look upon.

**Singh (1998)** conducted a study on the water resource management in rural Manipur. The studies cover 60 villages located in different district of Manipur. He had found out that the main weakness of the programme was that contractors are politically powerful and they usually threat the field level functionary to pass their bill before the completion of the work. They are also ecological factors which were found responsible for the defunct of the water supply system of the Manipur. He suggested

that unless people are involved in the programme and are properly trained and educated the whole investment may go in vain. He further suggested that some reputed voluntary organization and educated youth may be entrusted for the rural development in the village because these organizations have a well established rapport with the local people. Their involvement in the programme will strengthen the grass root level structure of rural development management. He also made a study on the role of NGOs in rural development in North-East with special reference to the states of Assam and Mizoram. The study revealed that voluntary organizations in North-East India are not much experience in handling rural development projects. Most of them are not acquainted with procedure of accountancy and find it difficult to maintain the account of the project. The major factors responsible for the failure of the projects were mal-intention of the office bearers of NGO, lack of proper training in rural development and accountancy and also the voluntary organizations are finding difficult in mobilizing.

**Rajasekhar (1999)** discussed on, the 73rd constitutional amendment speaks of giving real powers to the people to enable them to determine development processes. But without significant improvements in the lives of the poor and marginalized people, all talk of self-governance is mere wishful thinking. The people must have dignity and pride in themselves, before they begin to assert their rights, and start believing that they can take control of their destinies. Through motivation and handholding NGOs enable poor people to mount enough pressure on the government to get what is rightfully theirs. One major weakness of government interventions is their selective approach, which splinters villages, which is essentially an integrated construct. In spite of the caste, political and other divisions, the greatest strength of the villages is in being a community and not just a mass of individuals.

**Lawani (1999)** in his studies made an attempted to explore the contribution of the voluntary organizations and found out that most of the organizations have not at all documented their achievement. He suggests that voluntary organizations have played a significant role in social welfare development and further pointed out that one cannot imagine a society without voluntary organization. He gave a detailed report of the Ministry of Welfare for the year 1988-89, and amount of rupees 30 million was sanctioned for around 900 institutions for 4,40,000 destitute by the voluntary agencies.

**Lewis, David and Wallace, Tina (2003)** in their studies pointed out that new attention is being given to NGOs as actors in civil society. NGOs have long been seen to play a wide variety of role in development. They have been at the forefront in recent years of development in micro-finance provision for the poor; the evolution of more inclusive, participatory planning, and evaluation techniques; in rising public awareness about environment, poverty and human rights issues.

**Rajesh and Mohanty (2003)** in their studied referred Civil Society to all groups outside government such as community groups, non-governmental organizations, labour unions, Indigenous Peoples' organizations, charitable organizations, faith-based organizations, professional associations and foundations. Civil society expresses the interests of social groups and raises awareness of key issues in order to influence policy and decision-making. In recent decades, Civil Society Organizations (CSOs) have been successful in shaping global policy through advocacy campaigns and mobilization of people and resources.

**Khullar (2007)** in his studies in communities participation in rural development found out that some NGOs are not as non-governmental as they appear to be. Some of the voluntary organizations are a carbon copy of the government, their employees are retired government's servants who cannot be accused of any new ideas. But the fact must be face that many NGOs reach where the government cannot, particularly in rural areas. The point is that rural development in India cannot succeed without the help of participative agencies, the NGOs and the voluntary organization. For example, there would be no Bharat Nirman without people's participation. According to Khullar, there are two types of participatory movements in the context of rural development i.e., People's organization and the Non-governmental Organization. Both are voluntary in character, they work for people and are non-profit no loss organization funded by the tax payers money and democratic credentials. For example, in India SEWA (Self-Employed Women Association) is an NGO, a trade union of poor Indian women. Their contributions to rural development are praise worthy.

India has been described as the 'NGOs capital of the world'. Estimate of Non-government Organization in India vary from 10 thousand to 100 thousand. The mushrooming NGOs have emerged as a force to reckon with, owing to their involvement in the contemporary socio-economic development. The issue they tackle

might be anything from human right of one ethnic group to the entire mosaic of development concerns especially in rural development. In India individual state have network of NGOs, such as the Federation of Voluntary Organization for Rural Development in Karnataka, Association of Voluntary Agency in Tamil Nadu, etc. NGOs have help in increasing efficiency, relieving poverty and promoting participation in rural development process. They are welcome to supplement and complement government's development programmes. NGOs have been playing a significant role in rural development. Statistic shows that NGOs have increased their outreach in recent years zing the local resources for the projects.

The above mention literature in somewhere or the other is having point out the role of NGOs in rural development in various fields. However most of the studies focus on the role of NGOs as an instrumental force but do not give a detail merit and demerit of their role and no micro level studies has been made.

#### OBJECTIVES OF THE STUDY

1. To study the organization aspects of the NGOs.
2. To understand the process of planning adopted by NGOs for rural development project.
3. To understand the process of implementation of rural development project by the NGOs and
4. To assess the impact of the rural development project on the rural people.

#### METHODOLOGY

The study area is in the district of Tamenglong, Manipur. It is situated in the West of Manipur, inhabited by tribal communities such as Zeme, Liangmai, Rongmei, Kuki, Hmar, Inpui, Chiru and Khasi respectively. The district is divided into four Sub-divisions/development blocks namely: (i) Tamenglong block, (ii) Tousem block, (iii) Tamei block and (iv) Nungba block. In Tamenglong district 8 (eight) NGOs were working at the time of study, namely, (i) *Development Agency for Tribal People (DATP)*, (ii) *Don Bosco Social Welfare Centre*, (iii) *Indigenous Women and Children Foundation (IWCF)*, (iv) *People Action for Social Change (PASC)*, (v) *People Endeavour for Social Change (PESCH)*, (vi) *Rongmei Naga Baptist Association (RNBA)*, (vii) *Rural Foundation (RF)* and (viii) *Youth Development Association (YDA)*. These eight NGOs constitute the universe of the study.



Name of the NGO	Block (Area)	Project completed	Date of Registration	Main Thrust	Selected/Not Selected
Development Agency for Tribal People (DATP)	Tamenglong block	4	Regd.No. 294 of 1990	Rural Development and Food Security and Livelihood	Selected
Don Bosco Social Welfare Centre (DBSWC)	Tousem block	6	Regd. No. 2055 of 1977	Rural development (long-term)	Selected
People Endeavour for Social Change (PESCH)	Tousem block	4	Regd. No. 218 of 1997	Rural development and Tribal livelihood	Selected
People Action for Social Transformation (PAST)	Tamei block	1	Regd. No.212/SR/TD of 2005	Agriculture and livelihood	Not Selected
Rongmei Naga Baptist Association (RNBA/ Relief and Development)	Nungba block	4	Regd. No. 24 of 1985	Relief and Rural Development	Selected
Rural Foundation (RF)	Tamenglong block	1 (ongoing)	No.306/SR/TD/2007	Livelihood	Not Selected
Indigenous Women and Children Foundation (IWCF)	Tamenglong block	2	Regd.No. 337/SR/TD 2008	Women empowerment and Child Care	Not Selected
Youth Development Association (YDA)	Tamenglong block	2	Regd. No. 261/2007	Link NGO on drugs user and HIV patients	Not Selected

Out of above 8 (eight) NGOs in the district, four NGOs were selected through purposive sampling on the basis of (i) their activeness in the relevant field i.e. rural development, (ii) they must have completed at least one rural development project at the time of the study and (iii) the project must be located in the rural area. These four NGOs namely: (i) *Development Agency for Tribal People (DATP)*, (ii) *Don Bosco Social Welfare Centre (DBSWC)*, (iii) *People Endeavour for Social Change (PESCH)* and (iv) *Rongmei Naga Baptist Association (RNBA)* were selected. The table below indicates the distribution of villages, number of beneficiaries and project covered for the study:

Name of the NGO	Block	Number of Project selected	Number of Villages covered	Number of Beneficiaries
Development Agency for Tribal People (DATP)	Tamenglong block	1	5 villages	306
Don Bosco Social Welfare Centre (DBSWC)	Tousem block	1	25 villages	708
People Endeavour for Social Change (PESCH)	Tousem block	1	6 villages	664
Rongmei Naga Baptist Association (RNBA/ Relief and Development)	Nungba block	1	6 villages	590

### **Selection of Beneficiaries**

Fifty beneficiaries were selected from each NGO through a purposive sampling from one completed project implemented by the four NGOs. Only those beneficiaries were selected who have joined the NGO as beneficiary at least three years ago and purposively at least two (2) beneficiaries were selected from each of the schemes to get the required respondents. The following table shows the scheme-wise distribution of beneficiaries from each NGO selected for the present study:

### Scheme-wise Selection of Beneficiaries through Purposive Sampling

Name of NGO	Types of Scheme	Number of Beneficiaries	
		Total	Selected
Development Agency for Tribal People (DATP)	Plantation	71	10
	Land terrace	62	10
	Fishery pond	31	5
	Bio-diversity garden	27	5
	Irrigational canal	54	10
	Vermin compost	45	5
	Back yard nutrition garden	16	5
	<b>Total</b>	<b>306</b>	<b>50</b>
Don Bosco Social Welfare Centre (DBSWC)	Plantation	239	33
	Credit for disable	11	2
	Low cost latrine	146	5
	Roof for work	207	5
	Grain bank	105	5
	<b>Total</b>	<b>708</b>	<b>50</b>
People Endeavour for Social Change (PESCH)	Plantation	278	16
	Fishery pond	69	4
	Animal husbandry	247	15
	Land terrace	40	4
	Dam construction	10	4
	Vermin compost	10	3
	Carpentry	7	2
	Blacksmith	3	2
	<b>Total</b>	<b>664</b>	<b>50</b>
Rongmei Naga Baptist Association (RNBA)	Water resources (irrigation, fishery and small dam)	143	10
	Animal husbandry	180	12
	Land terrace	39	4
	Plantation	207	18
	Carpentry	6	2
	Blacksmith	4	2
	Vermin compost	11	2
	<b>Total</b>	<b>590</b>	<b>50</b>

### Technique of Data Collection

The data were collected with the help of cases study of the four NGOs that are working in rural areas in Tamenglong district, Manipur. Under the study the data were also collected through personal conversations with the office bearers i.e. Secretary, Co-ordinator and Field staff of the above mentioned selected NGOs (based on their availability) to find out the process of planning and implementing the project during the field survey. Further, to assess the impact of rural development projects on rural people, a structured interview schedule covering the broader areas such as socio-economic background of beneficiaries, participation of beneficiaries in project

activities and the impact of rural development projects on beneficiaries was administered on the beneficiaries selected through purposive sampling from the above mentioned four NGOs. Furthermore, the annual reports, different records and files of the NGOs were also consulted in detail to get the information of the data from secondary sources as well.

### **Operational definition**

*Rural Development:* Rural Development is a process of bringing change among rural community from the traditional way of living to progressive way of living. Rural Development (RD) is a process, which aims at improving the well being and self realization of people living outside the urbanized areas through collective process, a strategy designed to improve the economic and social life of rural poor.

In the present study rural development is defined as a process of bringing change on the beneficiaries through various schemes such as land terraces, water resources, animal husbandry (poultry, piggery and duckling), small dam construction, plantation of crops (potato, onion, cabbage, ginger, orange, banana and litchi), blacksmithy, carpentry (benches, bed and almirah), bio-diversity garden (rearing of medicinal herbs and rare species of flowers), vermin compost, formation of SHG and improvement of skill through training such as records maintenance, book keeping, social audit and workshop from the NGOs. It consists of programs and activities of NGOs which aims at improving the economic and social life of the beneficiaries.

*NGO:* A non-governmental organization (NGO) is a citizen-based association registered under the Society Registration Act XXI of 1860, that operates independently of government, usually to deliver resources or serve some social or political purpose. A non-governmental organization (NGO) is generally considered to be any non-state, nonprofit, voluntary organization.

Here, it is a non-governmental organization (NGO) registered under the Society Registration Act XXI of 1860 namely; Don Bosco Social Welfare Centre (DBSWC), Development Agency for Tribal People (DATP), People Endeavour for Social Change (PESCH) and Rongmei Naga Baptist Association (RNBA) which are working in Tamenglong District of Manipur. It is a non-state and non-profit voluntary organization working for the development of rural villages in the district.

*Project:* A set of Planned interrelated tasks to be executed over a fixed period and within certain cost and other limitations.

It is a specific project Planned by the four NGOs under study to execute through activities and programmes over a fixed period and within certain cost for development of beneficiaries.

*Scheme:* Scheme is an official plan, strategy or programme of action of an NGO, the way that something is arranged or organized to be followed in future, a systematic plan for achieving a particular aim.

Scheme is defined as those specific activities and programme such as terracing of land, animal husbandry, water resources, plantation of crops, backsmithy and carpentry given to the beneficiaries by the NGO to achieve a particular aim and target to improve their socio-economic condition.

*Role:* Role is a set of connected behavior, rights and obligation in which a person or a group of persons actually carries out the requirements of his/their position.

It is a set of activities of NGOs through a specific project formulated for the beneficiaries which carries out the requirements of their position in the process of rural development.

*Impact:* Impact is an evaluation or assessment, the changes that can be attributed to a particular intervention, such as a project, program or policy, both the intended ones, as well as ideally the unintended ones.

Impact refers to the changes and improvement in the status of beneficiaries through NGO's schemes such as terracing of land, water resources, animal husbandry, small dam construction, plantation of crops, bio-diversity garden, vermin compost, formation of SHG and improvement of skill through training such as records maintenance, book keeping, social audit and workshop from the NGOs.