



CDS | CUB

Development Scan

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An initiative of Centre for Development Studies, Central University of Bihar, Patna

EDITORIAL

Partnership for Development

Development is a multidimensional process of participation and social change, which involves advancement of greater equality, freedom of choice, and of people's control over their resources. Keeping this perceptions and values of development, Central University of Bihar organized a two day conference "Development Meet" in order to bring professionals and students of development studies on a common platform. It was a dynamic forum of professionals representing diverse fields and (those of) MDS students. The meet was as an occasion of intensive interactions, which succeeded in achieving an exchange of learning and interface with the practitioners, academicians, bureaucrats, social entrepreneurs and the activists who appreciated each other's perspectives and views on development.

This meet provided MDS students an opportunity to present their learning and skills, as upcoming

professionals. Thirteen of our final semester students presented paper covering a broad spectrum of varied discourses of development debates. Their work may be categorised into different sub sections: education and livelihood, financial inclusion, migration and underdevelopment, public health, environment and natural resources, agro-industry and governance.

In this issue of Development Scan, we are pleased to bring you the essence of this informative meet. The issue has contribution from some of the best names in the industry, government and our student.

Professor Madhukar Shukla from Xavier Labour Relations Institute (XLRI), continues from last issue on starting small, achieving big. Former bureaucrat and Gandhian social activist BD Sharma (convener of Bharat Jan Andolan) lights up on the sad state of gov-

ernance in India and need for effective decentralisation and transparency. Santosh Kumar, co-founder of ANADI sheds light on need for progression from goat keeping to goat farming, which can play significant role in improving rural livelihood. Jharkhand based Nav Bharat Jagriti Kendra's founder Satish Girija discusses here defines good governance and relates it to development. Finally, we have our student Abhishek Jha, who opens up here on intra-state migration in Bihar and its dynamism.

The meet has helped the University in establishing a partnership for development amongst different stakeholders of it as envisaged by the eighth goal of Millennium Development Goals and positioning itself as a emerging brand name amongst the same.

The *Scan* looks forward to continual support of all our readers in strengthening our partnership.

DISCUSSION TABLE

Decentralized planning: Some Issues

Integrated District Planning envisaged as a decentralized planning process is one of the crucial instruments for achieving inclusive growth. Since first Five Year Plan in 1951, Government of India has made a number of attempts to establish decentralized planning. The aim is to achieve integrated and participatory development at the disaggregated level. But because of various reasons these plans did not specify the enforcement framework for their establishment. Although most of the Panchayats at the village, block and district levels were established following recommendations of the Balwant Rai Committee but no significant roles and resources were assigned to these institutions.

The enactment of 73rd and 74th Constitution Amendment Acts in 1992 ushered new era of decentralized and democratic process where district is a key unit in the multi-

level planning and has also bestowed a Constitutional status on rural (Panchayat) and urban (Municipality) local bodies to enable them to function as effective democratic self-government institutions. Working groups set-up by the state and Central governments, including Planning Commission, have regarded the district as an ideal operative unit of local administration, as it is the only level below the state where adequate administrative and technical expertise are available; Zila Parishad elected by the people provides adequate popular leadership to carry out the task of planning and development, and it is the only territorial unit nearest the grassroots where adequate information necessary for planning are readily available. It also has provided Municipalities and village Panchayats in the district the status of instruments of micro-level planning. States are expected to devolve adequate pow-

ers, responsibilities and funds upon these bodies so as to enable them to prepare plans and implement schemes for economic and social justice. The District Planning Committee is to consolidate the plans prepared by the Municipalities and Panchayats and to prepare a draft development plan for the district as a whole.

However, in reality the decentralized planning has not emerged into an organization of a multi-level planning exercise, starting from grass-roots level to the national level, are not as vigorous as required. Also, there is a strong pressure for centralized planning, which is against the interest of grass-root planning. A rational choice between the two modes of planning - the decentralized and centralized is obvious.

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SPECIAL POINTS OF INTEREST:

EDITORIAL: PARTNERSHIP FOR DEVELOPMENT

DECENTRALIZED PLANNING: SOME ISSUES

DR. B. D. SHARMA, REFLECTS ON THE PROCESS OF DEVELOPMENT

SATISH GIRJA ON GOOD GOVERNANCE

DEVELOPMENT SCAN

Small beginnings, big ventures...



Prof. Madhukar Shukla is Professor (OB and Strategic Management) at XLRI, Jamshedpur. He is a social motivator with active interest in development sector. He also serves on the core-team of Aspen Institute's Teaching Innovation Program (India), in India.

In the last issue, I discussed the humble origin of some of the inspiring organisations/movements of the day. There was unique "something" that was common to these successful organisations. So, what was that "something"?

As I learned more about such social entrepreneurs, even their field of work may have been different (e.g., tribal and rural development, primary education, women empowerment, micro-credit lending, etc.), five qualities seemed to be common across them:

a. Belief in possibility of change and human potential

Underlying their efforts was the optimism that despite adversities and lack of resources/support, it is possible to create large transformations in a social system. This optimism is supported by a belief in the human potential – their own and of those others who are focus of their efforts - to make such changes happen. Ela Bhatt, for instance, was driven by the firm belief that even the poor illiterate women have a vision of personal change, and the capacity to make it happen. Similarly, Harish Hande's vision of reaching solar power to poor communities was based on the conviction that poor can afford, pay for and maintain technology.

It was this optimism and certainty that allowed them to envision futures that leverage on this human potential for self-empowerment.

b. Inspired Pragmatism

While the underpinnings of their motivation was an internal need to create 'social value', to 'do something for the marginalised' or to 'contribute back to the society', etc., they did not adopt any charitable

model to address the social issues. Their effort was to develop a model of "business" which was sustainable, and therefore, scalable. As Prof Yunus

PART II

once explained his approach to eradicate poverty:

'...I wanted to give money to people... so that they would be free from the moneylenders to sell their product at the price which the markets gave them (I charged interest because) I thought if you do things in a businesslike way, then the project can become as big as you want it to because you are... not dependent on anybody.... This is not charity. This is business: business with a social objective, which is to help people get out of poverty.'

c. Capacity to Reframe Problems as Opportunities

Perhaps, what distinguished them from most of us was their opportunity-orientation. Their actions do not start from the decision about how best they can deploy the resources that they have; rather, they start from the issues need to be addressed, and then work backward to identify the resources that are needed to solve those problems, and innovate opportunities for generating those resources.

Consider, for instance, the Delhi-based Salaam Baalak Trust (SBT), which provides education, meals, boarding facilities, information on basic hygiene, counseling and medical help, and rehabilitation to around 3500 street- and platform- children each year. To partly finance its activities, SBT innovated the "guided street walks", which are conducted by the street children. Not only this helps in humanizing the interface between the street kids and the social elites, it also provides a source of income to them and SBT.

d. Heightened Sense of Accountability to Those Served

The ventures they created were, of course, based on a deeply felt sense of obligation and accountability to the constituencies they served. There was an ethical impetus which guides their actions. But there is another, more

important rationale for this sense of accountability.

Unlike the business entrepreneurs, markets do not work well for social entrepreneurs in providing a feedback on their actions. When one is in the "business" of creating social/environmental value, it is difficult to evaluate – and monitor - the intangibles such as social improvements, public good (or harm), or benefits for the marginalized, etc.

To offset this inefficiency in the environment in which they operate, they developed mechanisms to assess the needs of the communities which they aim to serve – and the extent to which their efforts and actions make an impact in meeting those needs. Wherever possible, they design market-like feedback mechanisms that reinforce their accountability to their constituencies. SEWA, for instance, developed a unique methodology to monitor its impact by asking 10 questions related to its twin goals of providing 'full employment' (including income and social security) and 'self-reliance' to its members.

e. Ability to Work Across Boundaries

They built not just the organizations, but also a collaborative network across different stakeholders in the issue (e.g., local population, state machinery, technology partners, micro-financial institutions, donors, etc.). Selco India, for instance, tied up with micro-finance agencies to provide credit to their customers/beneficiaries; Goonj works through more than 100 grass-root organizations across the states to deliver need-based garments; and, CRY works with more hundreds of NGOs to reach the resources to those who need them, etc.

What perhaps made their ideas and actions sustainable was their ability to collaborate, to create networks, to share ideas, resources and credit with others to increase the sense of ownership in that network.

After all, as Harry Truman had said long time back:

"It is amazing what you can achieve if you don't care who gets the credit"

“So Called Development”



Dr. B D Sharma is a retired Indian civil servant and currently he is the Convener, Bharat Jan Andolan and Ex Vice-Chancellor, NEHU & Former Commissioner, SC and ST Commission, GoI),

The current development paradigm is “so called development” as it propagates the western school of thought in which the views and knowledge of the common man in this part of the world is largely ignored. The issue of importance in this debate is that development cannot be universalized. It is the duty of the university courses to appreciate this fact and teach what is relevant to our economy.

We have imported the western model of development and imposed it on our people. This has taken place without considering the cost that our society has to pay to carry the unjustified burden. The continuation of bonded labor is a direct outcome of this outdated practice.

When we started we had a mission of an egalitarian society where every individual will have a place of honor. Though we started in the right direction, in the process of development, we have unfortunately created inequality which is inconceivable. What is that the ordinary labor gets from this process of development?

The flagship programme of the state MGNREGA which meant to transfer money into the hands of the most marginalized section of the society has, by and large, failed to achieve its objectives. In the fight over the price between the state and the centre we have forgotten the plight of the poor.

There is a huge gap in the wage structure in the organized and the unorganized sector. The process to classify agricultural labor as unskilled is highly objectionable. This process nowhere helps in bridging the gap between the rich and the poor, the common (wo)man.

They should not be at the receiving end and should actively participate in the process of development. The present system, hence, represents the colonial form of development of the core-periphery model- we unfortunately continue to following the legacy of exploitation.

The tribal areas of the state are predominantly resource rich and the market forces leave no chance to exploit these resources. We are still not clear regarding who owns the local resource, the community or the state. The nationalization policy of the state has proved a method to capture the resource, which the tribals have the first right.

The Indo-Gangetic plane which, once, was at the apex of development is now among the most backward regions in the world. One has to contextualize it with the share of India in the global GDP share and the position of the indo gigantic plane. After independence Bihar and Uttar Pradesh were at the highest point on the scale of development. But today these states are in a dismal position. The people have to raise the question WHY? Has the democratic state been able to achieve its objectives as conceived by its founders? This happens because we are taking physical development as the insignia of development. In Bihar the population below the poverty line is more than 60% of the aggregate population of the state. Development without equity is useless.

The share of agriculture is 16% in the GDP. It provides subsistence to a major section of the population. The exploitative system is so deeply embedded in the economy that the farmers do not even realize that they are being exploited. The de-

creasing share of agriculture in the economy is not accidental but a well-planned strategy on part of the market forces. The government of India projects that the share of agriculture in the GDP shall be 6 %. Now the issue of concern is will this 6% be able to provide to a minimum of 50 to 60 % of the population?

Similarly, the minimum wage should be such that the family of five persons is sustained. But the present regime seems to be hardly concerned on the issue of discrimination in wage determination. The present policy is even against the UN Deceleration on Human Rights because we completely ignore the family when it comes to wage determination. The policy makers do not question this problem because this is the expropriation that serves as the capital for the luxuries enjoyed by a small section of the population.

We can say without any hesitation that Unemployment is the creation of the development policy. This debate can be continued on the issue of distribution. It is a provision, as part of the state policy, that the agricultural credit has to be given on simple interest and the repayment schedule can be as long as 35 years. Now we need to ask ourselves if even a small bit of this policy is being followed. If the farmer goes to the court for relief he is generally denied justice as the terms of condition of the credit cannot be challenged. In Bastar of Chhattisgarh state the rate of interest has been observed to be as high as 375%.

Finally, the process of development has to be inclusive and women have a greater role to play in the times to come. Even the argument that the earning of the state is dependent on the excise taxes from the sale of liquor is not valid because the state has to spend more than the earnings on the after effects.

From Goat keeping to Goat Farming

Goats are among the main meat-producing animals in India, whose meat (chevon) is one of the choicest meats and has huge domestic and international demand. Goats are important part of rural economy, particularly in the arid, semi-arid and mountainous regions of the state. To respond to the huge gap between demands and supply, the goat production system in

Since time immemorial, goat has been the mainstay of the subsistence of people of Bihar. However, the vital aspect which has been missing is the effort to think beyond mere subsistence. What is required is to convert goat keeping to big goat industry through commercial goat farming. Commercial goat farming is ideally suited for the present condition of Bihar.

state needs to move from extensive to intensive system of management for commercial production. However, in the absence of any systematic study, planning, training, knowledge and information, there have been questions from the entre-

preneurs, progressive farmers and even researchers on the economic viability and sustainability of commercial goat farming under intensive system. No sincere efforts have been taken by the government or any other institution on the socio-economic aspects of commercial goat farming under semi-intensive and intensive systems of production in the state.

As a result in the last 50 years not even 15 goat farms were established in Bihar before our initiatives. In Bihar, people are goat keepers but not goat farmers. Commercial Goat Farming is ANADI's (Act Now for Alternative Development Initiative) flagship programme. More than 25 model goat farms were established in many districts like Darbhanga, Madhubani, Sheohar, Patna, Vaishali, Samastipur, Begusrai, Gaya, Bhagalpur, Nalanda etc..

Since time immemorial, goat has been the mainstay of the subsistence of people of Bihar. However, the vital aspect which has been missing is the effort to think beyond mere subsistence. What is required is to convert goat keeping to big goat industry through commercial goat farming. Commercial goat farming is ideally suited for the present condition of Bihar. First, no electricity is required in the whole process i.e. right from goat production to goat consumption. Second, no elaborate infrastructure like road or a neighbouring town/city is compulsory for goat production. It is a totally rural based activity. Third, marketing is not an issue because the goat producer seldom goes to the market to sell the goat but the market (*chiks*) instead comes to the producer's doorstep. Goats, irrespective of their size and age, are always in ready-to-sell form. Fourth, there is much flexibility regarding investment in goat farming. Fifth, demand of goat

meat is at every level-local, domestic, national and international. Sixth, agriculture products waste can be utilized for goat feed. Seventh, domestic manpower especially women can play vital role in running the farm. Compared to other agriculture activities, Commercial Goat Farming is more feasible, economical viable, profitable and flexible. So, it can be easy to adapt not only by entrepreneurs and progressive farmers but it is also adaptable for marginal farmers and BPL families. Commercial Goat Farming has tremendous potential to check migration from Bihar to other states.

Our main goat producers lack resource and have traditional mindset. They keep normally 4-6 goats and totally depend on grazing pattern. Grazing land is shrinking day-by-day. Goat keepers are not in condition to provide sufficient food to goats. It affects physical growth of goats. Otherwise, local breed (Black Bengal) have highest kidding capacity and best meat quality in the country. Our breeder buck selection depends on rituals rather than technical aspects. Inbreeding in goats is also a major problem. Due to lack of vaccinations, mortality rate is high. Competent veterinary doctors are insufficient.

Commercial Goat Farming under the intensive system can be a great panacea to the above problems.



Formerly a software engineer, Santosh Kumar, is the Co-founder of ANADI (Act Now for Alternative Development Initiatives), which works for marginal farmers and BPL population



“Good Governance in NGO sector”



Satish Girja, an engineer by training, is the Cofounder of Nav Bharat Jagriti Kendra (NBJK) Amrit Nagar, Hazaribag, Jharkhand and Secretary of NBJK.

In present socio-economic condition of the country, the role of NGO in the Rural & Urban Development has become inevitable and very important. Its various attributes, such as presence at grass-root level, which allows them connect with the people directly helps them to have a better understanding of the issues and concerns, in comparison to other agencies. Further, it maintains a rapport and relationship with the community which helps them to have up-to-date knowledge of the subject matter by reaching unreached area and people.

Flexibility, responsiveness and cost effectiveness of the NGOs have allowed lots public and private funds to pour in, because of which the need of good governance has emerged in this sector, so that credibility and effectiveness of them remains intact.

Good governance here signifies the effective management of NGO's Human and Financial Resources in a manner that is Transparent/open, Accountable, Well organized, comply with the law of the State and responsive to the people's need. But, before the functioning of a good governance, there are some core competencies which are needed to be addressed. First of all, the need of competent board

and their active involvement is of prime importance, as it helps in maintaining accountability, transparency and efficient Office management. Accountability is a key requirement of good governance and it cannot be enforced without transparency and the rule of law. Any organization is accountable to various bodies such as governing board, donors & supporters through agreed MOU and ultimately to the wider marginalised community for which it has been established, apart from this, a NGO is also accountable to the “State or “law” (Registration Dept, Income Tax, FCRA, Minimum wages, RTI, Labor Act etc.)

Now, when we take transparency into consideration, it implies maintaining all types of relevant records, books and information about the organization up-to-date and accessible to any of the stake holder desired to know about it. In essence, transparency and accountability are the twin important footholds of Good Governance. The effectiveness of both transparency and accountability can be even better if the disclosures are voluntarily done through its website or annual report & news letter publication. This helps in effortless availa-

bility and accessibility of information to the desired party.

Hence, good governance means that processes and institutions produce results as per set indicators and outcome within the time frame by making the best use of human and financial resources at its disposal and having community participation, better MIS system in place, regular HR capacity development plan, tracking and correcting mechanism making minimum chance of misuse of fund or power by anybody, yearly/monthly/weekly/daily planning and reporting system, sustainability of program and retention of impact and motivation.

There are certain objectives of any NGO. And there are several board members, general body members, executive director, staffs and beneficiary groups in any organization who play an important role in fulfilling those objectives. Good governance requires balance of the different stake holders to reach a broad consensus on what is the best strategy, program and procedure to achieve its mission and vision serving the interest of the community for which it has been established. It also requires a broad and long-term perspective on what is needed for sustainable development and how to achieve the goals of such develop-

About NBJK:

Four engineering graduates who were very sensitive to the causes of disparity, exploitation and poverty established Nav Bharat Jagriti Kendra in 1971. Motivated by the vision and ideas of the great Sarvodaya leader Lok Nayak Jai Prakash Narayan, these graduates made the decision to abandon their careers and comfortable lifestyles in order to explore ways to establish a just society, in which no one remains hungry, unemployed, exploited, or discriminated against.

<http://www.nbjk.org/>

Decentralized planning: Some Issues

(contd... from page 1)

Forces of decentralized planning have to be encouraged, vigorously pursued and sustained to enable it to strike deep roots in the planning process.

Despite the existence of elaborated laws, regulations and guidelines with regard to decentralized/ district planning that have attempted to open up the process for people's participation, there are still a number of critical issues, which need to be addressed for achieving the decentralized planning in true sense.

One amongst these is facilitating inclusion of the marginalized. Social arrangements in most underdeveloped communities follow a pattern. A pattern that stems from unequal distribution of power and variable accessibility of well-being opportunities. There are several streams of contemporary literature on poverty that have sought to explain social dynamics of exclusion in various contexts of unequal entitlements. What many of these

approaches have in common is an unequivocal acknowledgement of the fact that poverty is not merely a state of material deprivation, but an outcome of systematic exclusion from access to productive resources at the behest of more assertive forces. Enhancing the well-being levels of the poor, therefore, requires more than linear allocation of resources for them to ensure that they not only gain the resources, but also have the capacity to rightfully claim them. A great deal of development interventions revolves around identifying the real poor and attacking the apparent causes of poverty. The overbearing reliance on erudite planners known to have little or no direct interface with the lives of the poor has been the greatest fallacy of most centrally undertaken planning processes aimed at improving the quality of life of the poor.

Secondly, the lack of clarity among the various stakeholders with regard to all of these guidelines and regulations, and the difficulty in comprehending the complexity can easily lead

to confusion, ignorance or, worse, inaction. Therefore the little understood process can easily turn into developing people's 'wish list' instead of planning that always requires the clear rationale behind what was proposed and the considerations of existing resources and priorities. Such a situation can ultimately create frustration among the people whose aspirations are not accommodated but the eventual budget.

Last but not the least adoption of too mechanistic approaches to participatory planning can obscure the real spirits of participatory planning. It has been observed that sometimes the planning facilitators implement the participatory processes as a matter of obligation and therefore their emphasis becomes only fulfilling the requirements without actually adopting the essence of participation: that people do have the right to say and get involved in matters that affect them.

Many members of the DS community seek to 'make difference' by joining action at the fields taking actual ground issues. Development Studies from this perspective is transformational in nature. CUB's commitment to transformation is non-negotiable.

Development Meet: Snapshots



Welcoming Chief Guest Shri. BD Sharma



The August gathering attending the Meet



From L to R: Prof. Sunil Ray (IDS, Jaipur), R. Sivaprasad (University of Hyderabad), Prof. Madukar Shukla (XLRI), Shri. Vijoy Prakash, IAS, Vinoy Ohadar, Action Aid India, Sreedhar Mether Aid-et-Action.



Conglomerating Academia and Development Practioners

Voices from the Ground



'...the students are very well grounded on theory and practice –they should be groomed to play larger role as change makers...' - **Vinoy Ohadar, Action Aid India.**

'...but for language proficiency (read English) these students can be compared with any organization imparting education in development studies...' **Subrata Majumdar, CDHI.**



'... Selection of topics, depth of analysis and presentation -these students compare better with several institutions ...' **Sreedhar Mether Aid-et-Action.**

'... the students should be exposed to the real life development issues and prepared to relate their theoretical learning with the issues of development. They should be ready to change themselves rather preaching others to change using their knowledge. This would be hypocritical and will lend them no where...' **R. Sivaprasad, Professor of Anthropology, University of Hyderabad.**



University News

Admissions dates announced:

MA (Development Studies, Counselling Psychology, Communication & Media Studies)

MSc (Bioinformatics, Computer Science, Mathematics, Statistics, Environmental Science)

Placements process starts for final semester batch of Development Studies:

Visiting organisations include Sewa Mandir, SARD India, PRIA, PRAXIS, CARD, Aid-et-Action, Samridhi Foundation, Gandhi Fellowship, PRADAN, Pratham, DCS Sun Power Ltd.

International Admission: A student has been admitted to MSc International Politics programme at School of Oriental and African Studies (SOAS), UK and GIIDS, Geneva

Programs organized:

RCBH in collaboration with CEPT University & PMC

Farewell for graduating batch of Development Studies

World's Women Day Celebrated

Internship for second semester batch of all courses

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