CHAPTER I

INTRODUCTION

In India the pattern of district administration is based on the ancient Indian system of territorial organisation which provided various area wise levels of administration. In Mughal times, the Mughal rulers also followed the system of territorial administration. The principal object of this administration organisation, both Hindu and Mughal, was the collection of land revenue. When the British East India Company appeared on the scene. This "native" model appeared to be convenient to them in the realization of two-fold objective it had set before itself namely, the collection of revenue and the consolidation of its authority in an alien land. The British, therefore, adopted the traditional pattern and adapted its operating mechanisms to suit the imperial need for tighter bonds between Central, provincial and Local powers. "The office of the "Collector of revenue" was created under the East India Company in 1772 which also symbolized "the transformation of the Company into a regular administrative organization. In 1787, the administration of revenue, Civil Justice and magistracy was united in the office of District Collector.
As we shall see, the district administration in India deals with a widely embracive sphere of total management of public affairs. It is this wide embracive nature of district administration which is of particular significance in the study of public administration in India. District administration in this country comprehends a very wide spectrum indeed of public administration.

Having defined a district, and the terms administration and the management of public affairs, we may now attempt to define district administration as a term. Quite simply, district administration is that portion of public administration which functions in the territorial limits of a district. The District as the principal focal point in the field of administration was formally postulated by the Planning Commission in 1969. It was to be the institutional strong point for Decentralized Planning with public participation.

In the new effort towards decentralized planning, while the block, as reasonably homogenous sector, is the primary area for local planning, the Block level planning will have to be built into the frame of District level planning. Just as the Block level is the
administratively convenient link between the village and distt. level, so is the Distt. the convenient link between grass root planning at the block level on the one hand and state level administration on the other. Thus the District is most convenient unit for field Administration throughout the country. But if the district level is to be effective in developmental planning and implementation, the loose system that has passed in past, with compartmental functioning and growing departmentalism must give way to a tighter working group at district headquarter. If there is collaboration, effectiveness will definitely increase.

FUNCTIONS OF DISTRICT ADMINISTRATION:

We can divide the functions of district administration into two phases:

1. Pre Independence era: In that time the District administration had two main functions:

   i) Law and Order
   ii) Collection of Revenue

2. Post Independence era: After independence there came a drastic change in the district administration. The state has become welfare state. Then the Role of district administration becomes developmental. Now, main
functions of district administration are:-

a) to maintain Law and Order in the District.
b) to collect and assess the taxes.
c) to implement land legislation
d) to take up development work
e) to ensure that justice shall be done and that rule of Law shall prevail
f) to take immediate actions in case of natural calamity, disaster, famine etc.
g) to Exercise miscellaneous functions on behalf of the State Government.

SPECIAL DEVELOPMENTAL PROGRAMMES:

The new development cadre is charged with the responsibility of changing the so-called fundamental rules of British business initiated in 1862 and delivering goods to the people. Let the Collectors get revenue record updated, Law and order established and administrative corruption rooted out so that a climate for development work is created. And, let the new spirit do arise, with new confidence and determination, new job satisfaction, courage and conviction which has so far eluded the government administration."
DISTRICT AND DEPUTY COMMISSIONER:

India is a sub-continent and in terms of division of the functions of the government, there are three main tiers, viz, the Union, the State and District and the District is further divided into blocks for the implementation of Development programs. There is however, no provision in the constitution for planning at the district level but the plan documents attach great importance to operationalize developmental planning at this level. "D.R. Gadgil emphasised that the lowest stratum of governmental authority in India is the district". At the District level the main role of District Officer in the Development has acquired significance.

In some of the States it known as Collector and in others Deputy Commissioner. The Collector is the head of the district administration and occupies a unique position in the Indian Administration system. The institution came into existence during the East India Company days and since then it enjoyed a place of pride in the district. Over a century ago, explaining its importance to the House of Commons, Macauley observed: Such a power as that which the Collectors in India have over the people of India is not found in any other part of
the world possessed by any class of the functionaries.'

Under the British rule, the district as a basic unit of administration and the District Officer as the Head of the District, the "territorial specialist" became a cardinal feature of administrative set up. It was this Fundamental administrative unit on whose framework were built Civil, Criminal and political jurisdictions and also those of welfare and technical services provided by various government agencies. However, the government those days was, primarily, concerned with maintenance of law and order and revenue collection and under such system the District Collector's role was less complicated. The District Magistrate, commonly called as D.C. in Haryana, is most Central figure in the district. He can, as a matter of right, be involved in almost all district level activity and he himself controls almost all the significant committees in the district. In addition to the substantial authority vested in the position of District Magistrate and Collector, this position gained immeasurable influence from the fact that men of great merit were assigned to it, who were invariably of consequence to the district they governed. The whole administration of the district revolved around the
District Magistrate and all the other key district officials, such as the Superintendent of Police (S.P.), the Civil Surgeon, and District Engineer were subordinate to him. Most of the governmental transactions and linkages with the state level authority were built around the D.M. Under the prevailing tradition it is not surprising that the administration department, of which the D.M. is the head, is perceived as greater in power and status. The developments after independence have reinforced this perception.

DEVELOPMENT ADMINISTRATION AND DEPUTY COMMISSIONER:

With advent of the developmental administration, the role of the Deputy Commissioner as Co-ordinator and leader of the team has perhaps become the most important trait in his character. Success on the developmental ground largely determines the degree of his effectiveness as District Officer. It is in this connection that his experience, tact, force of character, integrity and leadership qualities become crucial. In a very complex situation with senior members of different services coming from different disciplines, he has to determine the priorities and guide their effort as captain of the team.
In this process, he has to watch their work without making them feel cut up. The temptation to overdo or overplay this role is very important. On the developmental side, under the pressure of targets and over zealousness to grab award and praise of other heads, he may drive the team somewhat harshly resulting in bitterness and stranded relations. Some times this also results into bureaucratic infighting and pale jobbery. This type of infighting directly affects the plight of the people. The Officers of I.P.S. (Indian police service) and Indian Forest Services (IFS) are most frequently the parties to this infighting. They generally feel that they are in no way less qualified and intellectually inferior, if not superior. But the real point is not, however, who is inferior or superior, but, who is most suited and better placed to play the role of the big brother, the leader and captain of the team because, this can not be denied that in developmental administration there has to be Coordination. The nature of his job and in the given situation, it is the D.C. who is most suited for this role. It is a part of his duty to look after the promotion of agriculture, to help project for improvement to administer relief, to recommend the suspension or
remission of land revenue in the event of natural calamities, to protect people among agricultural classes and, inshort, to secure the welfare of the whole community living in the District. Also by virtue of his position as head of the district administration, the D.C. can alone represent in totality the policy, will and might of the government, and, therefore, it is but natural that the mantle of co-ordinator and leader of team at the district level should adorn his head.

Apart from the statutory authority, this role of a team leader, in presence of faulty laws and legal wranglings, will depend more on the personal qualities of the incumbent and in the manner and the extent he can inspire confidence in his team. Therefore, what is actually needed is something like one person taken as the human dynamo most capable of holding together his team mobilising them along discernible lines to achieve the set goals.

PROFILE OF HARYANA (A SOCIO-ECONOMIC SURVEY):

Haryana was framed as a separate state within the Indian Union on November 1, 1966, as a result of the reorganisation of the erstwhile state of Punjab. The
Geographical area of Haryana state is 4391 thousand Hectare which is about 1.44\% of the total area of the country. It comprises of 16 Districts. The total population of the State accomodates to 1991 census is 16,317,715 persons comprising of 8,705,370 males and 7,612,336 female. The sex ratio comes to 876 females per 1000 males. Decentral population growth (1981-1991) is 26.28\% and density of population is 369 person per sq. Kilometer.

The total main workers in Haryana according to 1991 census in cultivation is 39.38\%, 19.53\% Agricultural laboures, 2.95\% workers engaged in household Industry and 38.10\% in other works.

THE DEVELOPMENTAL PICTURE OF HARYANA:

The developmental picture of the State of Haryana is very bright. The progress made by the State in various fields is summarised as under (the data has been collected from various governments departments and Enterprises)

1. AGRICULTURE

i) When Haryana became a separate State, its foodgrains production was merely 25.92 lakh tonnes which has touched an impressive figures of 81.46 lakh tonnes during 1985-86.
This production during 1989-90 has touched a level of 86.56 lakh tonnes which is a record since its inception. The production of rice has gone up to 16.98 lakh tonnes in 1989-90 as against 2.23 lakh tonnes in 1966-67 (more than 7 times). Likewise, wheat production has attained a phenomena figure of 59.13 lakh tonnes during 1989-90 as compared to 10.59 lakh tonnes in 1966-67 (more than 6 times). Similarly, the production of cotton and oilseeds has touched the level of 11.83 lakh bales and 4.80 lakh tonnes from 3.05 lakh bales and 92 thousand tonnes, respectively, showing about three and more than five times increase.

1.(ii) ANIMAL HUSBANDRY

Livestock have an important role in human life. It not only gives us milk, eggs, meat and wool etc., but also provides transport facilities and motive power which is required for agricultural operations. Animal excrement is also used as a source of biogas, a source of energy. Livestock have a special significance in the socio-economic reconstruction of the society as it has the potential to provide gainful employment to the youth of the country. It is quite appropriate to call Haryana as Denmark of India, being the home-tract of Haryana breed of
cows and world famous Murrah buffaloes. By strenuous efforts of the Department, most of the non-descript and low yielding cows and buffaloes have been upgraded into high yielding animals through cross breeding in cows and selective breeding in buffaloes. The buffalo population have increased at the growth-rate of 15 per cent per annum since 1966 when Haryana came into existence.

Around two lakh good quality buffaloes and 40-45 thousand cows are being exported by private agencies to other states every year. Even DRDAs from other states like Gujarat and Andhra Pradesh are also importing cross-bred cows for distribution to weaker sections. Milk production has risen from 10.89 lakh metric tonnes during 1966 to 27.85 lakh metric tonnes during 1989. Similarly, significant increase in eggs and wool production has also taken place to meet the requirements of the human population. Against the minimum, requirement of 285 gms. of milk per day per capita as recommended by Nutrition Advisory Committee, 486 gms. milk per day per capita is available in Haryana State while National level availability is of 153 gms.
1.(iii) ARCHITECTURE

Architecture of modern age like any other art and culture, is the reflection of the human mind and technology of his contemporary society. Architecture Department of Haryana has brought revolution in the planning and designing works in all the projects undertaken by the State Government and Semi-Government and other autonomous boards/corporations all over Haryana State. The planning and designing is done in such a way that it creates a good environment for various activities undertaken by the State Government for the welfare of the people. The priority is being given to uplift the rural Haryana residents by providing them with good design and efficient buildings which includes Healthy Centres, Education, Technical Education, Welfare Centres of Children through Balwaris and Senior citizens through clubs, Medical Sciences, Libraries, Bus Stands, Pachayat Bhawans, Harijan Chaupals, Mahila Mandal-cum-Nursery Schools and conversion of villages into focal villages and development of children parks etc. throughout the State with all the present modern facilities therein. Medical College and 500-bed Hospital Complex at Agroha is being taken in hand on top-priority for which a best
design is being evolved. In this project it has specially been observed that all modern facilities amenities has been take into cosideration for provision of all modern equipments for the treatment. During 1989-90, the Department also designed the Haryana Pavilion in India International Trade Fair at Pragati Maidan, New Delhi and won first prize for the best design and display of the Pavilion for the Haryana State held in November-89. The proposed Haryana Culture Centre at New Delhi is one of the most modern design that will open a new window for Haryana in the National Capital.

The Department has evolved standard economical designs of central public buildings being constructed all over the State in standard designs, expedite the execution and save in cost are:

i) Universities, Colleges and Schools.

ii) Engineering Colleges, Polytechnics, Vocational Education and Industrial Training Institutes.

iii) Medical College, Hospitals, E.S.I Hospitals, Dispensaries, Community Health Centres, Primary Health Centres and Sub-Health Centres.

iv) Panchayat Bhawans, HIRD, Mahila Mandals-cum-Nurseries Harijen Vhaupals.
v ) Standard Agriculture offices at district and tehsil levels.
vi ) Jersey Cross Breeding Farms, Poultry Farms, Veterinary Polyclinics and Veterinary Vaccine Institute etc.
vii ) Modern type bus stands, bus stops and workshops.
viii) Mahilla Ashrams, Working Women Hostels, Home for Aged and infirms etc.
ix) Surgical Engineering Institute at Sonipat.
x ) Rest Houses, Residential houses, Jails, Standard S.D.O. Offices, Tehsils and Sub-Tehsils, Judicial Courts etc.

The Rural Housing in particular for redevelopment of uprooted villages in recent floods were evolved. The buildings have been planned in the State for improving education in all fields including Elementary, Primary, Higher, Technical and Medical Health, Industrial Training Institutes, Jails, Police, Transport, Sports and practically of all departments of the State.

This Department also planned the building for Kurukshetra University, Kurukshetra Development Board, advice to the M.D. University, Rohtak. Department of Industry, Export Corporation, Tourism Corporation,
The projects for the year, 1990-91 will be undertaken by this Department on the demands put up by the individual departments for evolving a design for uplifting the weaker and downtrodden sections residing in rural as well as in urban slum areas. New research and report on the House has been evolved to be adopted in rural areas as well as urban areas for economically weaker sections of the State of Haryana.

A new institute of Engineering is to be set up at Hisar in the next financial year. This Department has taken a decision to evolve a good design for the Engineering College at Hisar.

1(iv) AYURVEDA

On the formation of Haryana State on November 1, 1966, there were 139 Ayurvedic/Unani dispensaries and two ten-bed Ayurvedic/Unani hospitals. At the end of 1989-90, as many as 410 Ayurvedic/Unani dispensaries and two ten-bed Ayurvedic/Unani Hospitals were providing medical relief to the rural masses. Besides this, 25-bed Ayurvedic Hospital, Bhiwani and 20-bed Ayurvedic Hospital attached with Shri Krishna Government Ayurvedic College,
Kurukshetra were functioning. Nine Homoeopathic dispensaries being run by the Red Cross Homoeopathic Council have been taken over during the year 1989-90. 5,141 cases have been given for sterilisation by the Ayurvedic/Unani Medical Officers of Government Ayurvedic/Unani dispensaries/hospitals during the year 1989-90.

Twelve Ayurvedic licences have been issued to the Ayurvedic firms for manufacturing of Ayurvedic Medicines in the State of Haryana. 19 licences for manufacturing of Ayurvedic Medicines have been renewed during the year 1989-90.

1. (v) COOPERATIVES

The State Government has come in a big way to support Co-operative Movement by way of financial assistance in the form of share capital, loans and subsidies. From Credit, the movement has diversified its activities to marketing and processing, distribution of consumer goods, dairy development, sugar industry, housing, labour and construction, industry & handloom. The movement has gained popularity and a fillip as a result of training and education, publicity and propaganda.
1.(iv) EDUCATION

The State Government set up a separate Directorate of Primary Education in December 1988. All Primary Schools including Primary sections/Departments attached to Government Middle, High and Senior Secondary Schools have been put under its control. Separate Primary Education Offices at the District Level have also been set up and these are being headed by District Primary Education Officers. The setting up of this new Directorate will help to achieve the goal of universalisation of Primary Education with a focus on qualitative improvement so essentially needed.

During the Seventh Five Year Plan 1985-90, 500 Primary Schools, exclusively for girls, were opened. This year the State Government also sanctioned 1,000 posts of additional JBT teachers to cover increased enrolment in the schools.

There has been great expansion in the field of Higher Education in Haryana since the creation of the State. The number of college has increased from 45 in 1966 to 133 at present. This includes the Shri Hardwari Lal Government College, started in the remote rural area of Taoru, during the current session. The total enrolment
... in the colleges has also risen from 29,201 in 1966 to 1,24,900 in the academic session 1988-89. Similarly, the number of teachers in universities and colleges has increased from 1,433 to 5,155.

1.(vii) EMPLOYMENT SITUATION

During the period from 1-4-89 to 31-3-90, the employment exchanges registered 2,14,993 applicants including 40,579 women, 255,566 Scheduled Castes/Tribes, 10,881 Backward Classes and 1,354 physically handicapped, whereas 6,856 persons including 975 women, 1972 Scheduled Castes/Tribes, 576 Backward Classes and 96 physically handicapped were assisted in getting jobs during the same period. At the end of March 1990 there were 5,66,391 applicants on the live register of employment exchanges including 94,552 women, 99,019 Scheduled Castes/Tribes, 24,002 Backward Classes and 6,358 physically handicapped.

In Haryana, the Scheme of Unemployment Allowance was launched on 1-11-88 under which only Graduates/Post Graduates were included who were paid this allowance at the rate of Rs. 100 per month. The Scheme was later extended to Matriculates and above with effect from 1-7-89. The allowance is being paid to Graduates/Post-Graduates at the rate of Rs. 100 per month.
Secondary pass applicants at the rate of Rs. 75 p.m. and Matriculates at the rate of Rs. 50 per month through Nationalised Banks at quarterly intervals as per terms and conditions imposed by Government. The applicants who have registered their names with the employment exchanges for the last two years or more, whose family income does not exceed Rs. 10,000 per annum or whose families do not hold landed property of more than Five Standard acres and who are between the age of 18-30 years (35 years for Scheduled Castes & Backward Classes) are eligible to receive the allowance. The benefit of this allowance can be drawn for a period of five years or upto the maximum age limit fixed for it which ever is sum of Rs. 1,16,34,650 has so far been distributed to 33,369 applicants for the first three quarters of financial year 1989-90. A sum of Rs. 60,00,000 is estimated to be distributed for the fourth quarter ending 31-3-1990 to the estimated numbers of 36,000 applicants. The scheme would continue during the year 1990-91 and a sum of Rs. 3.20 crore approximately will be distributed to about 50,000 or more applicants against the Budget provision of Rs. 5.90 crore made by the Government for UEA. A sum of Rs two crore has been surrendered to Government.
1.(ix) HEALTH

The Health Department is constantly endeavouring to develop, expand and improve integrated medical and health care services throughout the State to achieve the long term goal of "Health for all by 2000 A.D.", as enshrined in the National Health Policy. To achieve this, the State will need to have 2,367 sub-centres, 394 primary health centres and 98 community health centres by the year 2000 AD. The State is likely to have 2,361 sub-centres, 394 primary health centres and 51 community health centres by the end of March 1990. The State has accorded a high priority to the provision of a sub-centre for a rural population of 5,000, a primary health centre for a population of 30,000, a community health centre (30-bed hospital) for every 4 primary health centres with modernisation of buildings, provision of staff, equipments and medicines.

1.(IX) INDUSTRIES

Today, Haryana is one of the go-ahead states in the country with the excellent infrastructure. It is very close to the country's capital Delhi, which has a big market for raw-material, finished goods and trading etc. Many import National Highways including G.T. Road and
Railways pass through the State and most of the towns are connected with Delhi and other metropolitan cities by direct dialing telephone facility. This has resulted in good growth of industrial scenario in the State. Today there are 413 Large and Medium Industries in the State. 20 units are likely to come up under this sector during 1990-91.

1. (x). HARYANA INSTITUTE OF PUBLIC ADMINISTRATION

The Haryana Institute of Public Administration, established in 1983, is the apex training institution of the Government of Haryana. Its main objective is to design and conduct training programmes for Class I, II and III officers and officials of the State, so as to impart appropriate skills that will enable them to discharge their duties in an effective manner. The Institute provides foundational courses for IAS and HCS probationers, as well as in-service training to officials of the various departments, boards and corporations of the State. During the year 1989-90, 76 courses covering various aspects of general administration, as well as specific areas of public and development administration, will have been attended by around 1,150 Class I and II officers. The proposed number of courses offering in
1990-91 is 100, and it is expected that a total of 1,600 officers will attend these courses.

1. (xi) IRRIGATION

The economy of the State is dependent primarily upon agriculture and with the concerted efforts of the Government and people of the State, spectacular increase has taken place in the agricultural production. As the State is generally arid and semi-arid, irrigation is essential for high agricultural production. The Government, therefore, given top priority to the development of irrigation right from the formation of the State. The Plan outlays on Major and Medium Irrigation Schemes have increased from Rs. 10.80 crore in 3rd Plan to Rs. 418.50 crore in the 7th Plan. The area under irrigation from Haryana canals in Haryana State has also increased from 12.92 lakh hectares in the year 1966-67 to about 19.69 lakh hectares in the year 1988-89.

1. (xii) LABOUR

Rapid industrial growth in a society is substantially linked with labour problems. However, with the active enforcement of various labour laws and constant vigilance of conciliation machinery, harmonious industrial relation have been maintained in the State so as to ensure
increased productivity, production, safeguarding and improving working conditions of the workers. It is significant to note that Haryana enjoys an exemplary reputation for maintaining harmonious industrial relations.

1. (xiii) P.W.D. (B & R)

Since the formation of Haryana there has been allround development in the State especially in the field of metalled roads to link all villages and length of the roads in the State on 1-4-1989 is as under.

<table>
<thead>
<tr>
<th>Road Type</th>
<th>Length</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i) National Highway</td>
<td>663 Kms.</td>
</tr>
<tr>
<td>(ii) State Highway</td>
<td>3,134 Kms.</td>
</tr>
<tr>
<td>(iii) Major District Roads</td>
<td>1,585 Kms.</td>
</tr>
<tr>
<td>(iv) Rural Roads</td>
<td>15,868 Kms.</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>21,250 Kms.</strong></td>
</tr>
</tbody>
</table>

The seventh Five Year Plan was approved for Rs. 107 crore. The actual release of funds has been for Rs. 82.57 crore only.

1. (xiv) PUBLIC HEALTH

At the time of formation of Haryana State on November 1, 1966 pied water supply facilities existed in 170 villages only. In order to give an impetus to the
rural water supply programme, Government of India evolved a criteria for giving priority to villages which faced shortage of portable water, defined them as problem villages according to the following norms:

1. Those not having an assured source of drinking water within reasonable distance (1.6 km) or within a depth of 15 meters.

2. Those which suffer from excess salinity, iron or fluoride or other toxic elements hazardous to health, and

3. Those where source of water are liable to the risk of cholera and guinea worm infestation.

Based on these criteria extensive surveys were conducted during the year 1972, 1979, 1985 and 1986 and out of 6,745 inhabited villages in the State 5,686 villages were identified as problem villages and work was started to solve the problem.

1. (xv) RURAL DEVELOPMENT

A number of Special Rural Development Programs have been launched in the State for ameliorating the condition of the rural poor and for developing the chronically drought prone and desert areas. The DRDAs have been set up in each district of the State to
implement these poverty alleviation programmes namely:

1. Integrated Rural Development Programme (IRDP) and its allied programmes of TRYSEM & DWCRA.
2. Drought Prone Area Programme (DPAP).
3. Desert Development Programme (DDP).
5. National Rural Employment Programme (NREP) and.
6. Rural Landless Employment Guarantee Programme merged into JRY (RLEGP).
7. Jawahar Rozgar Yojna (JRY).

1. (xvi) SOCIAL WELFARE

   The Social Welfare Department, Haryana is implementing a number of schemes for the benefit of orphan, destitute, children, women and their dependents, old and aged, physically handicapped, mentally retarded children, delinquents, the blind and deaf & dumb. The total budget allocation for the year 1989-90 including both Plan & Non-Plan outlay and Central Sector Scheme stands at Rs. 121.13 crore.

1. (xvii) TOWN & COUNTRY PLANNING

   The Department of Town & Country Planing, Haryana is a Government Agency which has the overall responsibility for policy planning, programming and
monitoring of urban and rural development projects/schemes in the State. This Department also acts as a service agency to its sister Departments i.e. Urban Estate, Haryana Urban Development Authority and Local Bodies, besides providing free technical assistance to various Boards & Corporations of the State for preparing various development schemes.

1. (xviii) WELFARE OF SCHEDULED CASTES AND BACKWARD CLASSES

According to the 1981, Census, the population of Haryana State is 129.22 lakh out of which 24.64 lakh belong to scheduled Castes. The Scheduled Castes constitute 19.07 per cent of the total population in the State. There are no Scheduled Tribes in the State. However, certain castes have been declared as Denotified Tribes by the State Govt. These constitute nearly 2 per cent of the total population in the State. Some Castes have been declared as Backward Classes which constitute about 10 per cent of the total population. The upliftment of Scheduled Castes, Backward Classes and Denotified Tribes is the corner stone of the State Policy. Various schemes are being implemented to achieve the objective. An amount of Rs. 13.81 core was spent during the year 1989-90. In addition to this, the other Departments of
the State Government are also required to spend a portion of their budget for the benefit of Scheduled Castes under Special Component Plan.

1. (xix) RURAL DEVELOPMENT BOARD

The Rural Development Board, Haryana was established in February 1971, under the Chairmanship of Governor, Haryana for implementing Model Village Scheme in Haryana State.

The Model Village Scheme envisages to provide the minimum basic modern amenities such as roads, paved streets with drains, piped water supply, drainage and other community facilities like Panchayat Ghars, Mahilla Mandal-cum-Nursery Schools, Children Parks, Health Centres etc. in selected Model and Focal Villages, in a phased programme, in order to raise the living conditions of the inhabitants of such selected villages. Shopping booths are also provided in such villages according to their requirements and availability of Panchayat land. As per latest policy, in focal villages, priority of Model/Focal villages is done by the Rural Development Board itself in its meetings held under the Chairmanship of the Governor.
KAITHAL DISTRICT (A SOCIO-ECO-CULTURAL SURVEY):

Kaithal is one of the 16 districts in the State. It came into existence on 1 November 1989. Before that it was the part of district Karnal and after that it was the Sub Division of District Kurukshetra. Its area is 2799 sq. Kilometer. It has two Tehsils, 5 Blocks, 4 Nagars and 283 Villages. The total population of district is 818,352 according to 1991 census in that 697,766 are rural and 120,586 are urban.

Background history of District Kaithal:

The town is picturesquely situated on the Bank of an Extension artificial lake called the Bielkiya Lake which half surrounds it with numerous bathing places and flights of steps. A high wall, with light(s) gates once enclosed the Town. The gates are now in a dilepidated condition.

The Sanskrit name of Kaithal was Kapisthala which means the abode of monkeys. There is a monque to the last of town called Anjni Ka Tila where Anjni, the mother of Hanuman, the monkey-god, is believed to have given birth to him. The town itself is said to have been founded by Yudhishtra in Commemoration of his victory over the Kaurvas in the battle of Mahabharta. It occupied an
important strategic position during the early Hindu period. Sultana Razia is said to have fought her last battle near here in which Shiwas killed. Kaithal remained a pargana from 1719 to 1748 A.D. Akbar renovated it and built a fort here. In 1776, it fell in the hands of the Sikh Chieftain to Bhai Desu Singh whose descendants, the Bhais of Kaithal, ruled over the area till the territory lapsed to the British Government in 1843.

It lies on the main Chandigarh Hissar Road about 125 Kilometres from Chandigarh 58 Kilometers North of Karnal and 75 Kilometers South of Ambala. It is at a distance about 100 Kilometers from Hissar on the National Highway of Ambala Hissar Road.

The Kaithal district comprises of five blocks Kaithal, Guhla, Pundri, Kalayat and Rajound, with two Tehsils (Kaithal and Guhla), and was created on Nov.1, 1989 vide the notification of Haryana Govt. No. DPH/LA-1-89/566 dt. 17.10.1989.

The present district lies between 29° 34' 15" and 30° 15' 15" North latitude and 76° 10' and 77° 17' 5" East latitude. On its North lies the district of Kurukshetra and Patiala. Patiala district of Punjab has boundary with Kaithal extended upto North-West. While
Karnal district lies on its south and south east.

2(ii) PHYSICAL ASPECTS

The district has a sub-tropical continental monsoon climate. The rainfall is comparatively satisfactory in relation to the Western parts of Haryana. On the whole the district is a plain which slopes from North East to South and South-West. A good network of canals is providing irrigational facilities. Under ground water level is relatively high. Tubewell irrigation is also common in the district. It is one of the prosperous distt. of from agricultural point of view. The soil is generally alluvial, loam and clay does not constitute average texture of the soil.

2(ii) ECONOMY

The economy of the district is primarily agrarian. An overwhelming number of the main work-force is engaged as cultivators and agricultural labourers. The distt. enjoys an ideal locational benefit: being situated on Ambala Hissar Road National Highway. It is coming up gradually as an industrial belt & has started throbbing with the wide potentials of industrial opportunities, with the formation of new district.
2(iii) AREA AND ADMINISTRATIVE SET-UP

Present Kaithal district has an area of 270390 Hects. Administratively, the district is divided into two Divisions namely Kaithal & Guhal. The total villages divided into five community development blocks i.e. Kaithal, Guhal, Rajound, Pundri, & Kalayat. There are in all five town synchronising owith the block head Quarters.

2(iv) DEMOGRAPHY

The district has a total population of 818352 souls of which urban population is of 120586 while remaining 697766 live in rural areas. An overwhelming majority of the population i.e. 85.6% being rural lives in countryside as against state's average of 78.1%. The rate of growth over 1971 census is estimated at 31% while the density of population per sq. km. is around 302 persons. 19.87% of district population belongs to SC/ST against 19% of the state.

2(v) AGRICULTURE

Farming is the mainstay of the people as a sizeable percentage over 86% of people has been engaged in various agricultural pursuits. The area forms part of indogangetic alluvial plan and the soil of the district ranges from light to medium and to heavy otexture. The
soil of the district in certain parts is affected by salinity/alkalinity.

Eversince the formation of Haryana State the production of foodgrains has increased manifold. The important food grain crops of the district are paddy in Kharif and wheat in Rabi. Among the commercial crops sugarcane is an important crop of this district. It covers an area of 4529 hect. A Co-op. Sugar mill has started production last year at Kaithal.

The agricultural activities in the district are being regulated by the department of Agriculture. The Deputy Director of agriculture at the district headquarter is the overall incharge.

2(vi) INDUSTRY

District Kaithal has all the locational advantages for setting up various industrial ventures. Being close to Delhi and adequately linked with rail and road with the rest of the country it can attract good number of entrepreneurs. By virtue of its location, industrialists of Kaithal have access to good marketing potentials for their products. Considering this factor the District. Industries Centre, Kaithal is rendering all types of incentives under its RIS/SSA schemes for setting
up industries to the prospective entrepreneurs. Some of these incentives are enumerated below:

- Supply of feasibility reports/Project profile free of cost.

- 80% of the project cost as financial assistance through Banks/ Haryana Financial Corporation.

- Interest subsidy over and above 6% on loans secured financial institutions for two years.

- 20% cash subsidy on fixed capital investment upto maximum of Rs.20000/-. 

- Exemption from electricity duty for a period of 3 to 7 years and priority in the release of electric connections.

- Exemption from payment of purchase tax/sales tax for two years.

- 100% additional allocation of scarce-controlled raw material.

- Interest free loan in lieu of central sales tax for a period of 7 years.

- Marketing assistance through Haryana State Small Industries and Export Corporation.

A conscious attempt has been made by the district Industries Centre, Kaithal to identify the small scale
industry having the scope in the district. into three categories i.e. Resource Based, Skill based and Demand based/Location Based. The list of such 120 "Candidate Industries" has also been prepared & a detailed analysis carried out in respect of their location/resource specification to different parts of the district.

The resource based industries have been linked with the agro nature of Kaithal District economy and as such units for extraction of oil from Rice Bran, dehydration of vegetables, cattle/poultry feed, cold storage, straw board/Mill board etc. could be profitably established. While coming to skill based industries the rich hereditary skill available in the district for activities such as shoe-makers, handloom weavers, pottery leathertanners, carpenters, improve the standard of existing skills the department introduced a system of in plant training for the youngsters belonging to these trades so that new techniques and designs could be introduced in these and, lastly, for demand/location based industries the DIC has generally included wooden furniture, steel furniture, electric meters, voltage stabilizers, T.V. antenna, agriculture electric meters, voltage stabilizers, T.V. antenna, agriculture implements, tools, centrifugal
pumps and tube well fitting etc. with a view to promote and foster various technical/industrial skills. The district has the good educational facilities at school and college level.

Despite the various attempts and incentives provided by the district in comparison to other industrial structure to promote the industrial activities in the district special efforts are needed to attract new entrepreneurs.

2 (vii) FORESTS

Kaithal is having somewhat deep forests & patches of useful forests in some pockets. The important forest produce are shisham, Kikar, Sal, Chail and Grass. Shisham wood is used in manufacture of wooden furniture, door and windows etc. Kikar wood is used for turning purpose. Rosingum is also extracted out of its during summer which is used in manufacture of Rosin and turpentine oil.

2 (viii) OCCUPATIONAL DISTRIBUTION

Over the last census, the district has undergone an appreciable change. As per figures/information available for the undivided district out of total work force 53% were categories as cultivators, 27% being
agricultural labourers. A handful number of 2% were engaged in cottage and household industries while the remainder force of 18% were engaged in other activities.

2(ix) LIVE STOCKS

Live stock in Kaithal district, principally comprised buffaloes, cows (Crossbreed & Others), sheep, pigs etc. In total live stock, cross breed cows and buffaloes constituted 56.6% of the total live stock. The other details of animals husbandry could be elicited.

2(x) INFRASTRUCTURAL FACILITIES

The development of an area depends to a very large extent on availability of certain basic infrastructural facilities such as availability of Backward and Forward Linkages in shape of markets, transport facility, communications, electricity, water resources, raw material, technical knowhow etc. Fortunately, the distt. has fairly such good facilities. All the villages in the distt. are connected with metalled roads and are also stated to be electrified. The yearly arrival of wheat in the mandis of the distt. is the highest in the State. In the erstwhile distt. there were 13 regulated markets and sufficient number of purchase centres of meet the requirements of the farmers.
in the rural area of distt. Adequate godowns and
wherehousing facilities are also available indifferent
parts of the district Kaithal Mandi is 2nd largest Mandi
in the state.

The district. also abounds with vide net-work of
commercial bank branches. To elaborate this aspect there
are as many as 69 branches respectively. The blockwise
position goes like that in Kaithal block there are 21
branches, Rajound 6 branches, Pundri 15, while Kalayat
and Guhal blocks have 9 and 18 branches respectively. The
various developmental and antipoverty schemes are being
smoothly implemented through these branches.
Archaeology:

There are many places of archaeological interest
in the District. At village Sewan in Kaithal Tehsil there
is an old shrine of Sita, where the legend goes, the earth
swallowed her in answer to her appeal, as a proof of her
purity. The village pharae is associated with phalgu
Rishi. At the phalgu tank oof village pharal the Pandvas
performed the last rites of the warrirs who fell in the
war. It is now the scene of one of the biggest fairs of
Haryana. Which is held whenever. Amavas (Moonless night)
falls on Monday during days of Sharadhs.
FAUNA:

Not much of wild life is found in the District. The liberal grant of fire arms and shooting licences and the reclamation of land, have further contributed to this depletion. Deer and black buck may be seen on the uplands. Pig is found in the riverain track. Jackels, fox and hare are common. Others are sometimes seen along the rivers and near the lakes. In the rivers are found the long-nosed crocodile, tortoise, porpoise and dolphin.

The common birds are blue pigeons, odoves, crows, mainas, parrots, vultures and hawks. The gamebirds found are grey partridges and quails (bater), which ducks are to be found during the cold weather on the lakes. Goh, Karait and Cobras are among the reptiles found in the District. Mahser, Sohu, Sowal and bachwa varieties of fish are found in the rivers, streams and lakes.

FLORA:

The District is well wooded. Kikar is also common. Shisham is seen planted on canal banks and road sides. Pipal and Pilkhan trees are also found. The best grass for grazing are dubra, anjan and palwa.
OBJECTIVES OF THE STUDY:

Following are the main objectives of the present study:

- To study and analyse the broad framework of the developmental process.
- To study and analyse the agricultural areas and the problems of development concerned with it.
- To study and analyse the rural areas, its people and their attitude and problems faced by them in the process of development.
- To study and analyse the various administrative institutions involved in the process of developmental work.
- To study and analyse the district as a unit of development administration.
- To study and analyse the Deputy Commissioner as a development administrator at the district level.
- To study and conclude clearly the roles played by the Deputy Commissioner and the other private and public agencies in the development of the district.

HYPOTHESES:

1) The Deputy Commissioner is the pivot around whom the development administration revolves.
2) The Development funds are not being sincerely and honestly utilized for the stated purposes in Kaithal District.

3) The problems of Civic amenities in Kaithal District has not been fully solved and the factual position in this regard differs from the recorded administrative position.

4) The agricultural and industrial sectors in Kaithal Distt. suffer due to continuous absence of electric supply.

5) The administrative institutions involved in the process of development in Kaithal Distt. have not reached the optimum targets.

6) The District as unit of development administration is a significant hallmark of policy planning and implementation.

7) Full justice with the developmental schemes can be done only when the Deputy Commissioner acts more as a spirited leader of the team than only as a bureaucratic head of the District.

8) The broad frame work of the development process at the District level is most suited to the needs of the people inhabiting a particular district.
Methodology and Research Design

In the present research study the researcher has chosen Kaithal district only which is one out of 16 districts of Haryana. Therefore, case study method and the questionnaire method have been adopted by the researcher for accomplishing the study on the lines of empirical and descriptive survey method.

The nature of the study has necessitated to apply the case study method. The case study method is the method of exploring and analysing the life of a social unit - whether a person, a family, an institution or a community. The case data are always collected to trace out the natural history of the social unit and its relationships with the surrounding social factors. It helps the researcher to understand the complexity of factors that are operative within a social unit. Burgess has referred to the case data as "Social Microscope".

The case study method was introduced as a decisive method by Frederick Leplay in the field of social investigation. Herbert Spencer, the English Social Philosopher, had also used case materials in his comparative studies of different cultures. The case study
method is exploratory. P.V. Young defines case study as "a comprehensive study of a social unit, be it a person, a group of persons, an institution or a community, is called a case study". According to Goode and Hatt, "it is an approach which views any social unit as a whole. It is a way of organising social data so as to preserve the unitary character of a social object being studied". In the words of Charles Horton Coley, "case study deepens our perception and gives us a clear insight into life. It gets at behaviour directly and not by an indirect approach".

So, the case study method is qualitative, inclusive, intensive, insight stimulating and comprehensive approach. The approach to a case study research may not be based on given hypothesis or on any well-established conclusions but the study itself may help in formulating a well founded hypothesis for further investigation. This approach to research is, therefore, an open and objective investigation of a particular unit with a view to develop hypothesis in character and, so, the researcher has complete freedom in selecting a problem that he considers as desirable and fruit-bearing. It is not necessarily used for proving or disproving a
hypothesis. It covers a sufficiently wide cycle of time. The data is to be scientifically synthesised which should be as much prognostic as diagnostic. The main sources of data for case study research are the personal documents viz diaries, autobiographies, personal letters and memoirs of an individual which contain a description of the remarkable events of the life of an individual and his reactions towards them. Despite their subjective nature, such data are important for social research.

The Questionnaire Method

Questionnaire method is such a method in social research that helps in obtaining information with the help of a questionnaire prepared exclusively for the purpose in hand. In other words, with the help of a set of questions all the required data are collected. G. Lundberg has defined questionnaire as "fundamentally, the questionnaire is a set of stimuli to which people are exposed in order to observe their verbal behaviour under social stimuli". In its simplest form a questionnaire consists of questions sent by mail to persons in the survey sample. In the words of Goode and Hatt, "in general the word questionnaire refers to a device for securing answers to questions by using a form which respondents fill in
Questionnaires are of several forms such as structured and Non-structured Questionnaires, closed form Questionnaires, Open form Questionnaires and pictorial Questionnaires. In the words of P.V. Young, "structured questionnaires are those which pose definite, concrete and pre-ordained questions, i.e., they are prepared in advance and not constructed on the spot during the questioning period". Closed form questionnaires are used when some sort of categorised data is required. In other words, when the data needs to be put into definite classification. In this the questions in the questionnaires are so worded that other replies can be found out from the alternative replies therein. Open form questionnaires are those where the responses are free and spontaneous expressions on the part of the informant who is not limited in his replies to a particular question posed to him. Open form questionnaires can prove useful where primary information to be developed is qualitative in nature.

Apart from good quality paper and print, a good questionnaire should contain good questions. The language of the questions should be concise, clear and straightforward. Uncommon phrases and expressions and
subjective words such as 'good', 'bad' and 'fair' should be avoided. The sequence of questions should be such that it will make sense to the respondents. All the questions should be analytical i.e., these should specifically deal with the aspect of the problem about which study is being made.

Research Design:

The research designer understandably cannot hold all his decisions in his head. Even if he could, he would have difficulty in understanding how these are inter-related. So, the decisions are recorded by using relevant symbols or concepts. Such a symbolic construction may be called the research design or model. The model makes possible an overall evaluation of the total plan.

The research design results from certain decision being taken and ordered in a certain sequence. These decisions relate to nature of the study, types of the data needed, sources of the data, time-scale of the study, number of samples needed, techniques of gathering the data and the procedure of data analysis. As Selitiz, Jahoda, Dentsch and Cook state, "a research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the
research purpose with economy in procedure". The decisions in respect of the data to be collected, the sample to be selected and the manner in which the collected data are to be organised will constitute the body of the research design.

Sample

The drawing of conclusion from data generally requires a researcher to rest his case on partial information. In a survey it is impractical to interview all possible respondents; in a controlled experiment, it is impossible to test the hypothesis on all potential subjects. However, inferences based on a subset of the whole aggregate may be fairly accurate. Well selected subsets may reflect precisely the characteristics of the aggregate. With a few thousand survey votes, one can predict the voting intention of millions of voters. When the data are partial and used to characterise the whole, the subject is called a sample and the whole is called a population. The chief aim of sampling is to make an inference about the whole from a sample that can be measured. A sample is any subset of sampling units from a population. The size of the sample is properly estimated by deciding what level of accuracy is required and hence,
how large a standard error is acceptable.

The researcher thus designed his study in the manner that Kaithal district was chosen as a case to study the developmental role of the Deputy Commissioner at district level. The questionnaire method was adopted to collect data. The following representative samples were chosen to whom the questionnaires were administered:

1. Sample no. 1: A sample of sarpanches of 50 villages was chosen randomly, 10 from each block of the Kaithal district. Questionnaire no. 1 was introduced to the sarpanches included in the sample. The sample group was apprised of the research subject giving a feedback about the details of the study.

2. Sample no. II: A sample of 100 inhabitants of Kaithal District from all walks of life were chosen and questionnaire no. 2 was administered to them.

3. Sample No. III: A sample of 6 officers working in Kaithal district administration in various departments was chosen and questionnaire no. 3 was administered to them.

The data thus collected has been edited, organised and tabulated for analysis and interpretation.
No research project can be genuinely initiated without adequate survey and review of the related literature. The researcher, too, surveyed the relevant literature pertaining to district level development framework and the role of the Deputy Commissioner in the field of development at the district level. The reviewed literature is categorised as:

(A) Foreign Literature

(B) Indian Literature

The details of the literature surveyed by the researcher are as given below:

(A) FOREIGN LITERATURE:

*Democratising Development: The Role of Voluntary Organisation*, John Clark

This book presents a macroscopic picture of development. It redefines the focus of non-governmental organisations in the pursuit of such development perspective. The concepts of democracy, development and non-governmental organisations have been defined in the first part of the book. And thereafter these concepts have been redefined in response to the present need of the society. The framework of a "just development" has been
utilised in the book and development has been viewed as
guided by the values of equity, social justice and
democracy, alongside the need for economic growth.

(B) INDIAN LITERATURE


The Handbook contains an article by Arun Sinha,
advisor, Planning Commission, who has described various
stages in the district level planning. The first pre-
requisite is 'state level action'. Then the district
level resources are ascertained and national and state
level objectives are to be kept in mind. The programme
has to be based on minimum needs. The district level
officers should discuss state instructions and work out a
programme of action keeping in view the development gaps.
Preparatory proposals are worked out keeping in mind
sectoral priorities and then there may also be
consultation with at least a few prominent members of the
public. Then, plan proposals are made over to the
planning personnel, who scrutinise the proposals in the
light of national, state policies as well as the
feasibility of schemes. The scrutinised proposals are
placed before the district planning body which finalises
the draft district plan and submits the same for consideration of the state. The author laments the differences which arise depending upon the degree of importance given to planning by different participants in the planning process.

(ii) District Development Scheme: Economic progress by Forced Marches\(^3\), M. Visvesvaraya:—

The author has stipulated main lines of development at district level which will include the inducement and training of public mind to work harder in close cooperation. A survey should be made of the economic conditions to find out the gaps and to decide the priorities. Occupations which are most lucrative should be chosen. The district should be equipped with proper staff to promote development. The District Development Officer will be responsible for implementing all the developmental schemes.

The chief object of planning according to the author is to ascertain the demand and supply of the normal wants of the people, to preach the gospel of work and the value of cooperative effort, to create new sources of production, to bring work within the reach of every able-bodied citizen, and by all these measures to double the
income and standard of living of the people in the course of 7 to 10 years.

(iii) District Plan of Chitradurga District. R.P. Mishra and P.S. Tiwari:-

Mishra and Tiwari prepared a blueprint of development administration for Chitradurga district. They have divided the development functions at district level into four groups:

1) Functions carried out by the District Planning Officer.

2) Functions carried out by various technical departments.

3) Functions carried out by the B.D.O. and his colleagues.

4) Functions carried out by special agencies created for specific programmes and projects.

In all the cases, the Deputy Commissioner is the co-ordinating agency. The District Planning Officer prepares the annual and five year plans, revises them and submits them to the Deputy Commissioner and State authorities. He is also a liaison between the Deputy Commissioner and various technical departments in matters
of planned schemes. His powers and responsibilities in matters of plan implementation are, however, practically nil.

(iv) District Development Planning: A Case Study of two Districts, Tarsem Lal.

Tarsem Lal has studied the Development Planning of Karnal District and Thane District. The main findings and conclusions are as under:

Deputy Commissioner, Karnal, being the sole representative of the state Government in the district, occupies a unique position. The general administration of the district is vested in the Deputy Commissioner, who, for administrative purposes, is under the Divisional Commissioner, Ambala. He performs triple functions. As Deputy Commissioner, he is the executive head of the district with multifarious responsibilities relating to development, panchayats, local bodies, and civil administration. As District Magistrate, he is responsible for law and order and heads the police and prosecuting agency. As Collector, he is the Chief Officer of the revenue administration. He is, in short, the head of the district administration, a coordinating officer among various departments and a connecting link between the
public and the Government in-so-far as he executes the policies, administers the rules and regulations framed by the Government from time to time and also looks after the welfare, needs and requirement of the people. Because of his past glory, distinguished position, and status in the district, he exercises formal and informal control over everything that happens under the sun in the district. People, out of tradition, consider him as "Maibaap". Looking at the authority and the power exercised by him, some of the people regard him as the "Mini Chief Minister" and as such a centre of power for solving all the local, special and state problems. All the district officers, financial institutions, corporations, boards, local bodies, Panchayati Raj institutions and voluntary organizations look forward to him for advice, guidance, support and authority to resolve their problems on the spot that they encounter in implementing their programmes.

Besides being the ceremonial head and representative of the Government, he is expected to deliver goods in emergent situations, whether national or local. Since Independence, "we have been mercilessly adding more and more new items to the Deputy Commissioner's sagging back and thus the institution of
Deputy Commissioner might perish or break"

(v) District Planning: Concept, Setting and State Level Applications Rakesh Hooja:

The Author has discussed the developmental Role of the Deputy Commissioner and has observed that the same was nominal and only as Co-ordinator. The Collector is nominally the District Development Officer but, with the Panchyat machinery functions having got drastically reduced over the years, this can at best be considered a symbolic title in practice because, while the Collectors and the District Magistrates find mention in numerous enactments along with prescribed powers and functions, the District Development Officer figures in very few laws and then also in such a manner that for years altogether the Collector may not need to take any action in his formal capacity of District Development Officer.

(vi) Deputy Commissioner in Punjab, Sudesh Kumar Sharma.

The author has agreed to and supported the findings of the Administrative Reorganisation and Economy Committee Report (1965-67, Govt. of Kerala) wherein the Committee recommended the following responsibility of the Deputy Commissioner in the field of development:-
(a) A development officer should forward his tour programme to the collector, the collector will be competent to entrust the development officer to perform a particular tour for a particular purpose, not covered by the tour programme.

(b) The collector will have the power to call for periodical progress reports from the development officers in his district, to make observations on them and to issue such instructions as he may consider necessary. He will, however, confine his observations to administrative matters and will send copies of his instructions to the regional officer or the head of the department concerned.

(c) The collector will be competent to call for a report in the nature of an explanation from the development officer in respect of any further action to be taken, he will report the matter to the head of the department concerned.

(d) The collector will write annual confidential reports on the work and conduct of development officers in his district and forward the report to the heads of departments concerned.
This study is a modified version of a thesis which Miss Alvi wrote for her Master's Degree in Public Administration in 1969.

In the book, Miss Alvi discusses the leadership role of the Collector in some details. The Collector is variously termed as the "friend, philosopher, and guide", and "advisor, educator and helper" to the district administration. He is also termed as "the fulcrum of grass-root democracy" and "the main-spring of development" at the district level. The Collector's traditional responsibilities of revenue collection and maintaining law and order are substituted by those of engaging in the process of nation-building.

A very useful section in the book encompasses an empirical analysis of the Collector's role. The data is collected by interviewing certain officials who had held the post of Collector in Jaipur at various times. It becomes clear that "short term" Collectors find themselves constrained in undertaking developmental functions. Besides, touring the district is considered by the Collectors as a useful device for getting first-hand
information about the district affairs. The Collector's role as the grievance redressal officer has also been emphasized upon adequately.

The author has concluded her study with some relevant suggestions for making the district administration more effective. Miss Alvi favours the appointment of more experienced and dedicated persons as District Collectors, the strengthening of the information sources; raising the level of integrity in administration; providing greater support to the Collector by the state governments, fixing the tenure of the Collectors; and depoliticising the Collector's office.

(viii) Co-ordination of Development Activity at the District Level, Hari Mohan Mathur:

The author has highlighted three types of problems of co-ordination at different levels in a District viz. (i) Problem within the department (ii) Problem between different departments and (iii) the problem between government departments and the various agencies doing the same job. The author has sidelined the controversy of generalist versus Specialist Administrator and held the view that both the approaches have been found wanting i.e. vesting of co-ordination authority in
the Deputy Commissioner or any other Specialist officer have been found lacking by the author. Instead, Dr. Mathur suggests that the quality of Leadership is what matters at the implementing levels. Mere authority to settle arguable issues is not a solution. Implementation and Co-ordination will improve only if the quality of staff at the lower levels improves.

(ix) Planning For Rural Development and Poverty Alleviation, B.D.Singh :-

The book is based on an indepth study of the implementation and impact of IRDP in Mahendragarh district of Haryana which is the most backward district in the state. An attempt has been made to assess the impact of the programme on selected beneficiaries in terms of generation of employment opportunities and additional income. It has examined the adequacy or otherwise of the impact of the programme. Further, it has also sought to investigate into reasons of inadequacy or otherwise of its impact.

The study reveals that the four schemes were in operation under IRDP. These schemes related to financing of camel, buffalo, sheep rearing and one scheme under tertiary sector for industry, service and business denoted
by ISB scheme. The study further reveals that the beneficiaries could not repay their loans due to the following factors: (i) additional income could not be generated, (ii) income generated was spent on family consumption, (iii) repayment of old debts, (iv) replacement of assets due to breakdown or loss in units, and (v) purchase of new assets.

It further reveals that 36.45 per cent beneficiaries had poor or low generation of income due to inadequate capital and 30.84 per cent due to poor quality of the animal, while in all 45 to 80 per cent beneficiaries reported that there was no generation of employment through implementation of IRDP. Comparatively higher percentage of beneficiaries invested their resources on unproductive items as well as on household consumption or on social and religious functions. Majority of the beneficiaries making productive investment preferred improving existing productive assets than acquiring new assets.

Towards Sustainable Development, Moonis Raza:

The author has propounded the following essentials of sustainable development process: (i) the sustainable eco-developent calls for a same strategy of
conservation of natural resources; (ii) it calls for optimal utilization of resources freely available in nature and augmenting them, if and only to the extent necessary, by natural resources made useable by technological intervention; (iii) In the perspective of eco-development, it is imperative to develop a scheme of prioritization in resource use; and sustainability, in the final analysis, is the key to eco-development whereby ecology sustains development and development sustains ecology.

Delimitation:

In view of the paucity of time and funds, the researcher has delimited the study in the following manner:-

1) The study has been limited to only the developmental role of the Deputy Commissioner in the district.

2) The study has been limited to Kaithal district only.
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