**CHAPTER 8**

**FINDINGS & SUGGESTIONS.**

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8.1 Major Findings :-

Having conducted a sample survey of 35 villages, 350 respondents and also having visited the selected NGOs, it appears that during post disaster period participating agencies supported by Government and International Agencies have largely penetrated into the district of Kutchh in respect of the total development. It is found that in the first phase of post disaster, rehabilitation task was carried out on large scale.

Kutchh Navnirman Abhiya a co-coordinating agency seems to have played key role in shaping the task of reconstruction. Having discussed with authorities and also looking at the summarized reports entitled "coming to gather". It can be stated explicitly that NGOs have shown keen interest in meeting the challenges of reconstruction. The fifth edition of the said report has enlisted around 666 projects being covered by the practicing NGOs.

In the first phase at least around 70 agencies were in operation for the purpose of reconstruction. The report of 2003 regarding restoration of small water harvesting structures also highlight the fact that around 36 agencies contributed their might for the purpose of water harvesting structures. These agencies worked in 271 villages for the restoration of such water harvesting structures.

Certain voluntary agencies have considerable track record of effective developmental operations even before earthquake natural disaster. Thus the existing documentation along with the living structures provides an identical truth that as long as development activity is concerned NGOs in Kutch have made sound penetration in the rural economy. It therefore proves that the first hypothesis of the study is in significant looking to the historical record and present functioning.

The other area of concern is of people's participation towards the projects of development. A study was conducted with a conceived hypothesis that people at large have responded poorly to the projects of development. The survey reports explicitly reveals the fact that there has been not only positive trends in respect of numerical participation but also there is constant upward trend in many of the villages where in
currently NGOs operate. An aggregate score card prepared to identify the impact also holds the truth that NGOs have been able to mobilize people's strength very effectively towards development.

Besides physical numbers gender participation is also observed in the villages covered under study. The sheet pertaining to the gender wise classification of public participation exclusively provides better positive picture in respect of female participation towards several development projects. Annual reports of the NGOs covered under the study and the report of coordinating agency in aggregate proves that there is more than 45% of direct public participation in several developmental projects. Thus the second hypothesis based on the primary and secondary analysis is proved to be null and void.

One gray area in respect of NGOs functioning is pointed at dependents on Government fund project. An attempt was made to examine the validity of the functional approach of agencies in this respect. It is truly found that NGOs committed toward development projects have by enlarge resorted to Governments funding. Not a single NGOs from amongst covered under study is found to have exclusive course of own funds to meet the challenges.

From amongst 35 villages visited at least in 21 villages it was also found that most of the operations could take place only after the release of Governments funds. However to justify the efforts putting by the NGOs, it would be appropriate to note that they have been constantly making a way out to mobilize resources from other than the Government. Ashapura Rural Foundation is one of the illustrations example in this regard. It is true that there is ample scope for mobilizing financial strength even from within the Kutchchh. Considering the existing scenario this hypothesis stands to be valid by enlarge.

One finds explicit shift in the perception of development the professional course of development designed by respective international and national agencies is now reaching even to the remote rural areas. The NGO service is now no more confined to the relief and or rescue operations. They have been largely successful in diversifying the strength towards meeting the course of fundamental development. The field visits and aggregate score card based on the visits confirm to the view that NGOs operating in Kutchh have diversified their skills and strength as long as development area is concern.
Institutions like VRTI and Ashapura Foundation have been able to strengthen the source of livelihood as course of sustainable development on the other hand SHRUJAN is found to have strengthen the sustaining capacity of the poor so called craft workers. PRAYAS and SNEHPRAYAS has been able to highlight the purcolative impact of education on the total development. Health camps, demonstration visits, general awareness are added inputs to the dimensional changes in the process of development. This is truly visualized in the tables highlighting the institutional impact. Percentile score showing the degree of impact needs to conclude that the hypothesis for restricted work area is found null and void.

8.2 Comments and Suggestions

NGOs have virtually attained the significance as driving force for development. World development bank reports, IMF papers, Asian Development Bank's working papers and National Planning Commission strategic approach to the development process subscribe to the view that voluntary agencies are to be treated as the most illustrious, "third sector" it is in this respect that the theories of participatory approach to the development are re designed time and again.

In the last 3 decades of 20th century we come across glaring successful examples of participatory approach through the intervention of voluntary agencies. It is important to note here that the theories of administration also significantly ad here to the norms of operational efficiency of NGOs. It is explicitly admitted that Government alone can neither provide sound base of development nor can address the basic issues single handedly.

Realizing these fact and understanding the gravity of the situation the government has framed concrete policy measures to help NGOs actively engaged in developmental task. The policy approach appears to be more proactive in this respect. In very preamble of union governments draft and action policy on the voluntary sector of 2006, it is suggested that government is committed to encourage, enable and empower and independent, creative and effective voluntary sector. Government expects voluntary sector in operation with diversification in form and function. Government has expressed severe concern over on going rapid changes at macro and micro level. It is in this context
that Government is looking positively towards contributory strength to the political social
cultural and economic advancement of the people of India. The policy paper has
explicitly referred to the scope of voluntary agencies. It referees to the inclusion of
organizations engaged in public service based on ethical, cultural, social, economic,
political, religious : spiritual philanthropic or scientific technological considerations.
Thus it includes informal groups community based organizations, charitable
organizations, NGOs and other supporting agencies.

Government also subscribe to the view that such NGOs must be private in
character, separate from the Government at least they must not be directly profit
generating organizations. They must be self governed and must be registered with
specific aims and objectives.

The policy paper besides stating the objectives also provide some strategic clues
to achieve the objectives. It provides guideline regarding establishing and enabling
environment for the voluntary sector.

It hints at allowing NGOs to be independent to explore alternative paradigms of
development to challenge social, economic and political forces which are found against
public interest. A course of action necessary for registration is also specified in the
policy. Legal model is also referred to in the said policy. The policy is more important in
consideration of the fact that generating public confidence mobilizing financial strength
taping the talent for development has become more crucial elements to implement the
operational guidelines. The policy provides a room for large scale NGOs having
inclination to work abroad or to collaborate with foreign agencies for the development
projects. Financial provisioning inclusive tax exceptions is also a part of the pro active
policy. Government has suggested several encouraging pathways to restrict the agencies
towards meeting the task.

The policy recognizes 3 instruments of partnership viz., (i) consultation, through a
formal process of interaction at the Centre, State and district level; (ii) strategic
collaboration to tackle complex interventions where sustained social mobilization is
critical over the long term; and (iii) project funding through standard schemes. The
Government will ensure that these three instruments of partnerships are given due
attention in Annual Plans prepared by Ministries. The action that will be taken in respect of each of the three instruments is discussed in the following paragraphs.

The government will encourage setting up of Consultative Groups or Joint Machineries by relevant Central Departments/Ministries (including the areas of social welfare, health, education, agriculture, rural development, environment and forestes, science and technology, etc), and State Governments. It will also encourage district administrations, district planning bodies, district rural development agencies, zilla parishads and local governments to do so.

The expertise of the voluntary sector will also be utilized by including experts from VOs in the committees, task forces, and advisory panels constituted by the Government from time to time to help address important issues.

The country faces a number of complex problems that require adaptive, multi-sectoral solutions where sustained social mobilization is particularly important. These include poverty alleviation, empowerment of women, population stabilization, combating HIV/AIDS, water resources, elementary education and forest management, to name just a few. Such areas urgently require strategic collaboration between the Government and VOs, through national level programmes that are long-term in duration, and utilize multiple strategies, methodologies, and activities to achieve their objectives. The government will identify national collaborative programmes to be implemented in partnership with VOs. Each national collaborative programme will involve a finite set of reputed, medium or large VOs with a proven track record, and the ability to work on a reasonably large scale. The Government will ensure that such national collaborative programmes are given due importance in Plan documents.

The third instrument of partnership between the Government and the voluntary sector is project funding. A large number of government agencies operate schemes for financial assistance to VOs.

These schemes usually deal with activities such as surveys, research, workshops, seminars, documentation, awareness raising, training, creation of public welfare facilities, running public welfare facilities, and so on. Project grants are a useful means for the Government to promote its activities without its direct
involvement. They are also a valuable source of support to small and medium VOs. Nevertheless, there are legitimate concerns regarding the effectiveness of grant-in-aid schemes. Out-dated design of funding schemes, arbitrary procedures, selection of unsuitable VOs, poor quality of implementation, and misuse of funds are some of the reasons for the possible defeat of the objectives of such funding.

Some Central agencies have achieved good results by decentralizing the process of project funding. Rather than administering various schemes directly, they appoint regional or State level intermediary organizations to do so on their behalf. This allows for closer interaction for better selection and monitoring of VOs.

Intermediaries could include umbrella VOs, professional or academic institutes, State Government agencies, or multi-stakeholder standing committees. The Government will review the experience of such decentralized funding and make suitable recommendations to Central agencies.

There is reason to believe that accreditation of VOs will lead to better funding decisions, and make the funding processes more transparent. Further, accreditation may provide incentives for better governance, management, and performance of VOs.

No reliable accreditation system is in place at present. The Government will encourage various agencies, including those in the voluntary sector, to develop alternative accreditation methodologies. It will allow time for such methodologies to be debated and gain acceptability in the voluntary sector, before considering their application to Government funding of VOs.

**Strengthening the Voluntary Sector**

The Indian society has a well-established tradition of philanthropy. While a regime of tax concessions facilitates donations to charitable organizations, there is considerable untapped potential to channelise private wealth for public service. The government will support and encourage existing, as well new, independent philanthropic institutions to provide financial assistance to deserving VOs. It will also promote a dialogue among public and private grant makers so that they may take advantage of the best practices in grant making.
Accountability to all stakeholders and transparency in functioning are key issues in good governance. The voluntary sector is expected to set its own benchmarks in these areas. Since VOs vary in their objectives and activities, it would be impractical to expect uniform norms for accountability and transparency. The Government will encourage support organizations, and VO networks and federations to facilitate discussion and consensus building on these issues.

It will also encourage such agencies to advise and assist VOs to adopt norms that they find acceptable and useful. The Government will recognize excellence in governance among VOs by publicizing best practices.

Training is a crucial requirement for people working in the voluntary sector. However, this is often neglected on account of limited availability of good quality training courses that are reasonably priced. The Government will support and encourage organizations that train aspirants to enter the voluntary sector, as well as those already working in the sector. It will make available physical facilities currently available with its training institutes as a measure of such support.

Innovation in institutional, technical, and social approaches to development problems is an essential ingredient of voluntary action. The Government will encourage and recognize innovative and pioneering work.

Databases of VOs working in different fields, and at different levels, are useful for communication within the voluntary sector, as well as between the voluntary sector, Government, and private sector. The Government will commission suitable agencies to prepare and update such databases.

Information on Government policies and programmes is often difficult for VOs to access. The websites of various Government agencies will be re-designed to provide links to key documents and databases, including those related to project funding schemes.

The Government will encourage the involvement of volunteers in public services such as schools, family welfare centers, primary health centers, hospitals, vocational training centers, etc.

This National Policy on the Voluntary Sector 2006 is the beginning of a process to evolve a new working relationship between Government and the Voluntary Sector.
Suggestions and Conclusions

Having made an in depth study of the ongoing processes of change at micro level. It would be more appropriate to provide some suggestions to be taken into consideration while implementing the strategic projects.

It is true that there is gradual shift from indigenous approach to professional approach, there remains a let to be done. The team of NGOs in operation must be well strengthened with sharpened skill and professional approach. AKRSP (I) entered at a stage in the district with this special purpose. KACHCHH Abhiyan is also found to be proactive in this respect. But three important points to be considered for better training to the workers. They are

1. Professional workers must be trained to exploit the opportunities of development.
   It exploits the opportunities of development. Instead of awaiting for some occasions they must have constant water on the rural scenario. There are many lacunas in rural services. Very few organizations and few selective workers are found to have an idea of bridging the gap in rural services. This demands intensive trainings to be given to new breed of professional workers. They have the technical knowledge but they are found little weak in working out the areas. This can be provided through inculcating vision for the development.

2. The pace of rural development in this area is found uneven and also very slow. It appeared that some village pockets have become more alert and shrewd enough to avail the development opportunities through effective intervention of NGOs. Where as people in some are found less pragmatic more dominant in this respect. Rapar, Bhachau and a part of Abdasa is still not strengthen in this regard. There are NGOs in operation but their approach is still not in tune with changing development perspectives. Some organization believes in working with limited resources on a limited scale only. This may have some rational scale only. This may have some rational of simplicity and avoiding expenses but such tendency is found to have heartened the process as people find the organization itself incapable to match with growing complex demands. Thus there appears to be wide imbalances in the operational approaches. Integrity agency like Kachchh
Abhiyan need to be more aggressive from this and visionary targets can be fulfilled with systematic efforts. In the rapid changing developmental scenario what could be apparently expensive may ultimately proves better reasonable. Hence such organizational approach required to be injected with some daring ambitions strategies accompanied by skilled and devotional practices.

3. Kachchh is found to growing rapidly particularly after the natural disaster. Industrial clusters along with added academic institutions have raised the aspirations of people in general. It is at this juncture that a "TRIO TECHNOLOGY INTEGRATION" is required.

NGOs in operations with considerable rich experience have better grasp, command over the village policy and economy. Academic institutions have with them several course curricula - through which young students need to undergo some initial skill based training on the third front there are large and medium industrial units. With technological infrastructure and considerable surplus. This is the best platform on which some innovative practices applied with special care and caution can bringforth multifold impacts on the processes of development.

This demands continuous liason interface between the three premier type of institutions. This is trun would make the resources again divert to meet with growing local needs. Students are the living force. Most of the college going students have their residencial base in villages. They are pure localites to know the strength and weaknesses of the villages on the other hand they have regular contacts with academic institutions. This would lead to a pool of diversified young strength enabling them to march ahead towards development tasks through NGOs operations.

Under changing economic environment unfortunately government is loosing the grip over developmental projects. In the name of tracing the economy and exercising autonomy. Govt is paying the way towards escapism. This has severely damaged the future course of action. Government is becoming much indifferent for mobilization of village resources. At a very crucial stage when a region like Kachchh need special attention. Govt. has to be proactive not only in respect of providing a platform but also for allocating adequate financial resources. Govt's proactive approach may widely open the drops for public private partnership in the days to come.
One important area where NGOs are required to pay more attention is towards disaster management techniques. It is learnt that people have become more conscious of such disasters but they are lacking in appropriate guidance for the same. The kind of professional training given to the professional workers need to be provided to the different sections of village society. Villages are more dominated by Tehsildar, teacher, businessman, co operative workers etc. It would be in the larger benefit of the village society that through such aspiring leader class some initiatives for appropriate training of disaster management be applied at regular interval. There is a need to understand the problems of disaster and to provide strategic solutions in accordance with lightly problems. Farmers, businessman and even ordinary resident needs to be explained and convinced the benefits of certain financial services. There are many a investment prone schemes and which can be a stimulating one for village people to invest in and accordingly avail the benefit of loss during the disaster. NGOs may provide an effective platform in this respect.

One least explored area in respect of rural upliftment is very slow progress in formation of self help groups. It is true that Gujarat is relatively more developed state However the gravity of the poverty observed in the state necessitates equally the importance of self help groups. Like the state the district is also found very less progressive in this regard. NGOs must need to be aggressive and focus more and more on the operations of self help groups to mitigate the problem.

The other states, even in the a developed state like Tamilnadu and Karnataka females self help groups have served as effective tool to meet the challenges. This is one gray area where NGOs need to intervene more positively and as early as possible.

It is a heartening fact that in the Kutchchh culture of philanthropy still exists, people living outside the Kutchchh do contribute as per their might to accelerate the pace of development.

However in general the trends indicate that NRI's financial resources are relatively mobilized more towards religious courses. It proves that there is plenty of potential from NRIs if such fund becomes a regular flow towards the development task through the most respective NGOs. The total task can be made easier, the institutional affinity has influential role in this respect. NGOs must be more dynamic to tape such
funds through utilization of local good offices. Regular and systematic flow of fund particularly towards education and health may serve the Kuchchh as boon for the development of the society.

Last but not the least is some short falls in co ordination. There is commendable exercise put in by Kuchchh Abhiyan however this has not turned into an effective characteristic. In adequacy of human resource and lecuna in technical knowledge can be well be met with if there is intense co ordination between the agency and the government and within the agency itself.