CHAPTER IX
SUMMARY AND CONCLUSION

9.1 SCHEME-WISE TRAINING IN CONCEPTUAL FRAME-WORK:

Owing to continuous disturbances in Nagaland for about three decades the first three five year plans could not be implemented in Nagaland; and, hence, the rural development programme in Kohima district is too far from its objectives as envisaged by the Government of India in its five year plans. Stil attempts have to be adequately made to change the unscientific outlook of the rural communities. This situation is owing to inadequate trained manpower available for the programme. The State Government is yet to take suitable steps for training of personnel for rural development. Inadequate training and ineffective motivation are the major causes for less impact of the programme. Separate training is necessary to each type of personnel in conceptual frame work of the schemes, in community organisation and extension methods.

9.2 EFFECTIVE CO-ORDINATION THROUGH BLOCK OFFICE:

The ineffective role of the Block Development Office causes slackness in co-ordination among the development departments. Adequately qualified and trained staff are not
available in the Block Development Offices. A separate cadre of staff should be developed for co-ordination work of the block agency. The Block Development Officers must function as effective co-ordinators between development departments.

9.3 A MASTER PLAN FOR THE DISTRICT:

There should be a Master-Plan for the district and it should comprise a well defined integrated development plan for each block and for each Village Development Board. At present, plans for village Development Boards are formulated according to the allocation of funds from the central pool of the district. Instead, there should be a perspective plan which should be spelt out year-wise according to the availability of funds.

9.4 PERSONNEL OF SPECIALISED DEPARTMENTS AND TRAINING IN CONCEPT AND PRINCIPLES OF RURAL DEVELOPMENT;

The personnel working in specialised development departments other than rural development are yet to be oriented in rural development schemes. Therefore, they lack knowledge in such schemes which leads to less co-operation
and ineffective co-ordination in a joint effort of implement-menting the schemes. There is a need that the staff of all the development departments are to be oriented on the objec-tives, approach, methods of co-ordination of new schemes, so that, every one knows what he is expected to do and how he is expected to associate

9.5 PERIODICAL ORIENTATION TO THE KEY-PERSONNEL:

Whenever: schemes are introduced there is a tendency to depute some lower officers for any orientation called for; but it is highly essential that the orientation should be conducted at all levels including the Secretaries to the Government, Directors of Development Departments. And these key personnel should conduct and attend periodical orientation, review meetings, conferences, seminars and workshops. At present, only review meetings are conducted which are only target oriented and such meetings review only the physical, or quantitative achievements’. Qualitative aspects of the schemes are not taken care of. For an example, officers are satisfied with the coverage of number of adult learners in the Adult Education Centres without taking adequate care- of the infrastructure facilities, teaching methods, teaching equipments, learning materials and evalua-
tive techniques. Similar examples can be cited in every scheme. Therefore, the officers of supervisory and administrative cadre must care more for the qualitative improvement of the programme rather than the quantitative coverage of the schemes.

9.6 THE VILLAGE AND AREA COUNCILS AS EFFECTIVE FUNCTIONAL AGENCIES

The Village councils and Area Councils seem to function without knowing their own objectives and roles. The members are not clear about their own roles. They are of the opinion that the village councils are formed for the purpose" of consultation on schemes. These councils have no powers to plan and execute such plans. In execution of schemes contractors Lake maximum advantage which should be eliminated totally and the village council should be given the responsibility of mobilising funds and executing the works. Similarly the Area Councils must decide plans related to their area, and these councils must be in a position to decide the co-ordination pattern for the area. The financial powers with regard to the village Development Boards and the Area Councils executed by the Deputy Commissioner may have to be transferred to these bodies, that is, to the
Chairmen of these councils. Otherwise these bodies can never become effective.

9.7 OBJECTIVE TRAINING COURSES FOR VILLAGE AND AREA COUNCIL

At every level to assist the Village Development Boards and the Area Council there should be sub-committees among their members for agriculture, animal husbandry, cottage industries and handicrafts, sanitation and health, environmental protection, drinking water, irrigation, maintenance of streets and roads, electricity, developing non-conventional energy sources, communication including transport, post and telegraph, education, civil supply and similar other aspects. The committee members are to be trained in such subjects where they are expected to discuss and decide, when, members are reallocated with their portfolios they are to be retrained in appropriate training centres established by the Government. It is so unhealthy to hold the opinion that the staff alone are to be trained leaving the people's representatives unconcerned on the subject.

To promote participatory criticism or appreciation on the projects executed periodical conferences of people's
representatives are immensely needed at every level viz. village, area and district.

9.8 SOCIAL RESPONSIBILITY AND FULFILLING TARGETS:

Rural Development is basically an attitudinal change among the rural people. All other developments of material comforts are only the super-structures. If people could develop a scientific outlook in their way of life, material comforts will follow without much difficulty. In the present day implementation of the rural development schemes more concentration is made on providing material benefits, that even in the form of loan and cash payments. Unless there is a constructive attitude among the people the loans and cash payment will not be utilised fruitfully and such assistance will be utilised for unproductive purposes. That is how, still the poverty alleviation programmes have not yielded too desired results. The entire manpower inventory in rural development programme is utilised only for spending the allotted funds within the given time, and thus, the programme becomes, superficially target oriented. This happens because of the lack of positive attitude among the staff. Rust of all the staff should become committed to their jobs and develop a sense of social responsibility.
Towards this objective the staff are to be oriented to their jobs. This aspect is basically absent in the staff. They are all much concerned about their financial and physical targets. Therefore, all the training programmes are to be designed to inculcate social responsibility in relation to their job-requirements.

9. 9 iiAR^-iAHkitK; MAM-POWi^U WITH REQUIRED QUALITY FOR EACH SCHKM l^-

For each scheme when the scheme is introduced the staff pattern til.se is to be well defined and the required knowledge and skill are to be specified. When new schemes are introduced the existing staff are given the additional responsibility. As they are already with handful of work they are not able to go for any special training on the new schemes, nor they take special interest in the newly introduced schemes. It is thus, the enthusiasm of the Government in introducing new schemes is defeated. Adequate care of appointing separate staff for each scheme should be taken up.

9,10 SCOPE FOR FURTHER RESEARCH:

In the same field there is a lot of scope for further
research. Some of the areas of research gaps, and guidelines for future researchers are given below.

9.10.1 As far as Nagaland is concerned research studies are very much limited. The Government reports available now are not the research studies. The reports give only the specific programmes, the expenditure and the benefits accrued out of them. There is no mention about the man-power involved. Therefore, for each programme of the Government, the man-power requirement may be separately studied, so that, the study can go deeper into the problems, and suggest specific and accurate measures for improvement. This study "Manpower Resource Inventory for Rural Development" has a vast area of coverage. This has given enough guidelines on each one of the aspects of the development programmes for future research. This study is not merely to develop a thesis for a research degree but to make it more purposive and useful. The thesis runs with findings, recommendations, guidelines and a man-power model for rural development of a district. The thesis is not narrowed down to the assessment of man-power resource, but it goes beyond, analysing the scope of the schemes, their potentialities, their development and the man-power requirements in terms of kinds and qualities. It
spells out the plan for the Government in terms of schemes and building up skills of man-power. This will facilitate the future researchers to go deeper into the subject at the micro level and throw enough light on the subject—which will also enlighten the personnel implementing the programmes.

9.10.2 In a subject of this kind the researcher would like to suggest to the future investigators that the area of study should be limited to the block area or the operational area of a scheme. This will provide a more accurate information than a macro-study approach.

9.10.3 There is another area where further research is needed. Under each training programme it is essential to investigate whether the training is designed to meet the needs of the schemes introduced in the region or area or the training institutions go in their own way like the Arts and Science colleges in the country without looking into the needs.

9.10.4 Still another area of investigation is the multi-boss system in rural development. A thorough idea is to be brought out whether the field officers are to work under the administrative control of the technical departments or the co-ordinating Rural Development Department. This is a vital
issue where expert knowledge is required.

9.10.5 Finally, a study is immensely needed as to how the key personnel including the technical officers and officers of Indian Administrative Service at the District and State level perceive the concept and principles of rural development.