CHAPTER I
1.1 THE NATURE OF THE STUDY

The success of any rural development programme depends on the efficient performance of the personnel employed to implement the programme. Efficiency in performance depends upon the knowledge and skill possessed by the personnel. All over the country several attempts have been made to improve the performance of the personnel by organising training, orientation and refresher courses to such personnel whenever the development programmes are introduced.

In India, the implementation of rural development programme has been in action for the last 38 years, since 2nd October 1952. When the Community Development Projects were introduced all over the country, they were mostly experimental projects based on trial and error, because, at that time, trained personnel were not available to run the Community Development Programmes. Mostly school teachers and revenue officials were drafted and trained to shoulder responsibilities on Community Development. During the first five year plan in the initial stage of the Community Development Projects certain centres were opened and established by the State Governments and key personnel orientations were
organised by the Government of India. The training centres imparted training to Gram sevaks, Extension Officers and Block Development Officers. For the officers of higher cadre above the level of the Block Development Officers only orientations were arranged. In all these training programmes it would have been possible to give only the idea of rural development to the personnel. It can not be claimed that the personnel trained in these training centres, were able to acquire enough knowledge and skill to meet their requirements in the field. In some of the states, training centres were not available and therefore, such states had to depute their personnel to the neighbouring states where training facilities were made available. The then Ministry of Agriculture and Community Development, Government of India, in the initial stages used to assist the Regional Training Centres who were willing to take personnel for training from other states. But gradually, emphasis on the training programmes declined after the Third Five Year Plan and only orientation programmes were organised by the Regional Institutes at the regional level for higher level key personnel. In the present conditions, it is not ensured, owing to the wide nature of the programmes, that every Gram Sevak, Extension Officer, Block Development
Officer and the Divisional Development Officer (D.D.O.), Deputy Director of Rural Development and the higher level officers like the District Collector/Deputy Commissioner undergo any formal training programme to meet their job requirements. In Nagaland, as the planning process started very late, the programme of rural development is only in the initial stage and it is a new concept to many appointed under several programmes; and adequately trained personnel are very seldom found in the field. In this context it was found worth to investigate whether/or how much adequately trained personnel were available for planning, Co-ordination, implementation and evaluation of the Rural Development Programme and to what extent they were able to meet their job requirements in the field. The study also proposes to suggest what kind of improvement in equipping the knowledge and skills of the personnel would be necessary to strengthen the rural development programme in future.

1.2 AIMS AND OBJECTIVES

Nagaland itself got the statehood only in the year 1963. Till the year 1964 there were constant disturbances and continued fighting between the underground Naga Army and the Indian Army. The cease-fire agreement signed by both
the sides came into effect from 6th November 1964. Owing to these troubled circumstances the rural development programmes could be taken up only from the Fourth Five Year Plan. During the first three Five Year Plans, as Nagaland was considered only as a district of Assam, most of the officers were only from outside the state and local men could not be trained for the jobs. And, because of the underground operations of the Naga rebels, officers who were appointed from Non-Naga areas could not approach the people in villages out of fear. Over and above, before Nagaland attained the statehood there were no communication facilities to the villages. Most of the road connections were made only after 1964. Before that there were no bus facilities even to the sub-divisional administrative centres, except Kohima, Mokokchung and Dimapur. Even for reaching the state Headquarters, officers had to go along with the military convoys twice a day from Dimapur to Kohima. The difficulties continued even after 1964 till the year 1975 when the Shillong Accord was signed by both sides ~ the under-ground leaders and the representatives of the Government of India. Taking into account the conditions of Nagaland it could be well said that the development programmes in Nagaland are effective only from the year 1975. In such a situation it would be highly essential for the State
Government to take all steps to enrich the man-power re-
resources for appropriate rural development programmes. The
inventory of manpower resources in the state are two kinds –
one is the organised and trained manpower i.e. the personnel
engaged in implementing the rural development programmes;
second one is the people's representatives in villages who
are influencing the decision making process of development
programmes in local bodies. Even in the year 1984 only 33
percent of the villages are connected by roads and only 8
percent of villages are connected by bus service. In this
situation, the personnel are to be given the knowledge of
rural development on priority and they are to be equipped
with skills. Only when the personnel are ready they can
contact the people and prepare them for their involvement in
the programmes. In the context of Nagaland it is quite
appropriate to study first the staff and their Potentiali-
ties. With this aim the study of 'Inventory of Manpower
resources for rural development in Kohima district' is taken
up. And the following are the broad objectives of the
study:

1. To identify the programmes of rural development in the
study area.
2. To study the availability of personnel for rural development work.

3. To study the nature of training imparted to the personnel who implement the rural development programmes.

4. To find out which are the departments at the district level associating in the implementation of rural development programmes.

5. To find out whether the personnel of associating departments have undergone any training/or orientation on rural development.

6. To study what kind of training and orientation are arranged for the key-personnel in planning, Co-ordination, implementation and evaluation of rural development works.

7. To study whether the training and orientation programmes arranged for the personnel go with their job requirements and the nature of schemes.

8. To find out what more knowledge and skills are needed by the personnel to make themselves fit for their work.

9. To find out the measures taken by the State Government and the Government of India to equip the personnel for
future work.

1.3 SCOPE AND LIMITATIONS OF THE STUDY

The study reveals the availability of field staff in the study area. The study has examined the existing programmes, role and functions of the staff, the work load, the proposals for new appointments etc. This can guide the departments of the State Government for planning, budgeting and taking decisions on appointments or reallocation of staff from area to area. The availability or nonavailability have been indicated at the village, block and district levels.

The study examines the participation of field staff in the policy making and decision taking processes at various levels of planning, co-ordination, implementation and evaluation of development programmes at the district level.

The study throws light on the involvement of non-officials, elected representatives, voluntary institutions, social organisations and political parties in the process of policy making and decision taking at the village, block and district level.
The study indicates the types of training organised to the field staff, administrators and non-officials for planning, co-ordination, implementation and evaluation of development programmes.

The study examines the existence of voluntary institutions to take up development programmes and the promotion of people's action and the participation of the people's representatives in such welfare programmes. The study also gives sufficient information and suggestions for developing voluntary action in the areas.

The study has drawn guidelines to the development departments of the State Government to show the present position and performance of staff in implementing rural development programmes and how such performance can be enhanced and enriched with new training in up-to-date techniques and methods of implementation of such programmes.

The study brings out the opinion of experts in the field of rural development for manpower development and how the State Government can fulfil such expectations by effective steps in implementing the rural development programme in Kohima district which is the study area.
1.3.1 Limitations

The study is limited to the organised sector of manpower for rural development, which includes the personnel appointed and engaged under different development departments of the Government of Nagaland, Government of India, and voluntary Non-governmental institutions. The study involves the local leaders who are members and office bearers of the village and Area Councils, it has not gone into the non-official and unorganised manpower with regard to the extent of utilisation of such manpower.

As far as the man-power resources are concerned the beneficiary sector also will have to be studied, but it is not possible for an individual researcher to cover all aspects of and different sectors of manpower resources. Probably a Government sponsored study can have still more a wider coverage of manpower both in organised and unorganised sector.

The Geographical area of study is limited to only Kohima district. Though sporadic references are made about the other districts and in general about Nagaland, the study does not cover the other areas.
There is another vital limitation in the study, the State Head quarters is located in Kohima town within the Kohima district, and therefore, the district has the advantage of having all the state offices in an accessible distance. And the district area often draws the attention of very important persons' such as Ministers and Department Heads. The same accessibility, opportunity, attention will not be available to the other districts. Therefore, the conditions would have been better in Kohima district than other places. And hence, the findings of the study will be applicable only to the study area.

The limitations in data collection and availability of records are well described under respective headings.

It is extremely difficult for any outsider to stay' in Naga villages owing to two reasons. One is the strong political, regional and racial feelings of Nagas against the Non-Nagas. Nagas do not want any Non-Naga to be employed inside Nagaland. Therefore, trained manpower from other regions cannot be drafted to meet out the demands, and hence, with the limited manpower the state will have to manage. In the present political situations even a researcher or an evaluator of a programme will have to be very careful while making recommendations. The second reason is
the Naga culture is totally different from the cultural background of other areas. Therefore, any outsider will find it difficult in a totally different cultural situation.

1.4 REVIEW OF LITERATURE

The literature reviewed were of four kinds as given below;

a) Books related to manpower for rural development.
c) Articles published in periodicals.
d) Research studies and project reports.

In all these items the review was focussed on whether the Government or Non-Government agencies and researchers have assessed before the existing stock of manpower and have made any recommendations for improving the stock to make it more purposive and meaningful. For this purpose the libraries of the Government Departments in Nagaland and the library of the North Eastern Hill University, (Kohima University Extension Centre), Libraries of the Gandhigram Rural Institute, National Institute of Rural Development, Hyderabad, and its regional centre at Gauhati, State Institute of Rural Development, Madras, The National Planning Commission, New Delhi,
Indian Council of Social Sciences Research, New Delhi, Council for Advancement of People's Action and Rural Technology, New Delhi were used. The following is the account of the review work on the existing literature related to the topic of study.

A small booklet of 32 pages on 20 point programme in Nagaland published by the Directorate of Information and Publicity, Nagaland, Kohima gives an account of various development schemes sponsored, implemented under the 20 point programme. It also gives the coverage of beneficiaries and quantum of benefits in material and in monetary terms distributed.

The Annual Report of the Nagaland Government of the year 1984 enumerates the various programmes implemented and the achievement under each. The report covers forty items of activities.

"AGRILAND" a report published by the Director of Agriculture in the year 1971 in commemoration of the Annual Agricultural Conference, Nagaland gives the various aspects of agricultural development elucidated by different authors as given below.
Panger Ao narrates problems in Agricultural Development in Nagaland, Y.L. Shitiri, highlights the agricultural programmes during the 4th plan in Nagaland, H. Laximinarayan, brings out the problems and prospects of Economic Development of Nagaland. Chakroborty explains the soils of Nagaland in relation to agricultural practices. Y. Sema tells out the possibilities of organising Farmers Co-operative Societies in Nagaland. Tlikala Jaunior says ‘Research is indispensable for better farming’. S.S. Roy gives out the prospects of growing high yielding varieties of crops in Nagaland. Meya Januir explains the demonstration methods to impress the farmers. R. Kevichusa had made an approach paper on mechanised farming in Nagaland. Hangsingh makes a report on soil survey for proper land use in Nagaland, R. Kevichusa sketches the programme of minor irrigation in Nagaland. Shittri explains the terracing and irrigation methods. S.S. Roy suggests the appropriate dosage of nutrients for plant growth. Goswami states that horticulture has a bright future in Nagaland. S. De talks on vegetable growers. Teka Jannir gives an account of fish farming in Nagaland. C. Irntinurgsand explains the methods of plant protection measures for higher crop turn out, S. De has given a narration on insects and pests.
The Directorate of Veterinary, Animal Husbandry and Fisheries, Government of Nagaland in its publication in the year 1978 gives a good account of Intensive cattle Development project in Nagaland. Another publication of the Department in the year explains the progress of dairy farms in Nagaland.

The Soil Survey Wing, Directorate of Agriculture, Nagaland, Kohima in its Soil Survey Report in the year 1975 gives a complete picture of soil types, soil fertility status, soil survey of Agricultural Research Farm, Yiesemyong, soil survey of Seed Multiplication Farm, Tharnapani, soil survey of Ghaspani Block, phosphate fixing capacity of Nagaland soils and the effects of NPK of Yield of potato (Kharif) crop in hilly areas of Nagaland.

The Gazetteer of India, Nagaland, Kohima District published by the Nagaland District Gazetteers unit, Kohima edited by H. Bareh in May 1970 in 224 pages throws light on the history, people, agriculture and irrigation, industries, banking, trade and commerce, communication, miscellaneous occupations, economic trends, general administration, revenue administration, law and order, justice, local self-government, education and culture, medical and public health
services, public life and voluntary social service organisation.

A Rural Development plan for selected blocks of Nagaland published by the Association of Voluntary Agencies For Rural Development, D-19, Gulmohar Park, New Delhi-110049 in 179 pages explains the socio-economic background of Nagaland in general, and in specifically about four blocks namely Kohima Block, Kikruma Block, Ghaspani Block, Changtongia Block. The book also deals with the development problems and strategy for Nagaland.


The Report of the Study team on Tribal Development programs published by the planning commission in May 1968
makes it explicit the development of Nagaland, agriculture and allied sectors, forests, transport and communication, industry and minerals, power distribution, education, medical and public health, community Development and co-operation in Tribal Development Blocks.

The census of India 1981 Volume XXIII, Nagaland, part II-B, General Economic Tables of 142 pages deal with the workers and non-workers classified by sex and broad age groups, cities, towns arranged territorially classified by sex and broad age groups, industrial classification of workers in urban and rural areas and occupational classification by sex of persons at work other than cultivation.

The census of India 1981 volume XXIII, Nagaland in part VII gives an account of handicrafts of Nagaland. A report of the study team appointed by the village Industries commission in 1975 recommends a strategy for the socio-economic development of the North-Eastern States.

The census of India 1971, Nagaland, series 15-Nagaland Part IV in five chapters containing 132 pages gives an account of housing conditions – with details of houses and the uses to which they are put, material of wall and roof of houses, households and number of rooms occupied and tenure
status of household.

A six pages folder published in 1982 by the Directorate of Information and publicity, Government of Nagaland briefly explains the progress of the industrial sector in Nagaland.

The Chief Conservator of Forests, Nagaland has published a small booklet on wildlife with 30 pages in 1973 which gives a complete picture of birds and animals in the forests of Nagaland.


A short talk delivered by president Zashei Huire, Federal Government of Nagaland at Pfutsero on August 8, 1984 takes stock of the situation in 'Naga politics'.

The Directorate of Education, Nagaland in 1979 has made a vocational survey of Kohima District.

The Directorate of Information and Publicity, Government of Nagaland, Kohima in 1983 has published a booklet on 'Basic Facts' related to the different departments of the State Government.
The booklet entitled "Nagaland at a Glance" published by the Directorate of Information and Publicity gives a statistical picture of all the activities of the Government.


Dr. M. Aram, Director of the Nagaland Peace Centre, Kohirna in a book published by him traces out the 'Evolution of Naga Polities' during the period from 1948 to 1965.

The statistical 'Handbook of Nagaland 1965' gives the basic facts of all the Departments of the Nagaland Government.

B.C. Allen in his book "Naga Hills and Manipur" first published in 1905 and reprinted in 1981 by the Gian publications, New Delhi explains in 150 pages the physical features, history, population, agriculture and forests, Indus-
tries, economic condition of the people, communication and trade and administration of Naga Hills and Manipur.

T.Mathew in a book edited by him and published by Agricola publishing Academy, D-76-Panchsheel Enclave, New Delhi-17 in 1981 brings out the problems and prospects of 'Development of North Eastern Hill Regions of India' in which Anthony Patton has given a chapter on Socio-economic Impact of Shifting Cultivation Control Schemes in Nagaland; Sashimeran Aier I, has given a chapter on Rural Development with special reference to Nagaland; T.Vihienuo has contributed on Terrace cultivation in the Angami Areas of Nagaland.


A book edited by Vidyarthi L.P., on "Tribal Development and its Administration" published by the Concept Publishing Company, New Delhi in 1981 having 388 pages compiles 29 papers on various aspects such as cultural factors in development process, statutory provisions safe-guarding interests of scheduled castes and scheduled tribes, tribes and forests, problems of tribes, tribal development administration,
organisation of training programmes in tribal development administration, ethnic ideology, significance of tribal institutions, political movements and developments, crimes and customs in the tribal society, methods, techniques and tools for working with the tribes, tribal education and tribal welfare projects.

Mishra S.N, in his book "Rural Development and Panchayati Raj", Published by the Concept Publishing Company, New Delhi in 1.981 running to 211 pages explains rural development in retrospect, new strategy for rural reconstruction, integrated rural development, IRDP and TRYSEM, rural development management, development and participatory democracy and characteristics of panchayatiraj leaders.

Mahesh Chand and Vinay Kumar Puri in their book "Regional planning in India" published by Allied publishers Private Limited, New Delhi in 1983 values the importance of planning for tribal development.

Salima Omer in a book entitled "Local Level Planning and Rural Development" compiled by United Nations Asian and Pacific Development Institute, Bangkok and published by concept publishing company, New Delhi, writes on participatory Democracy, Institution Building and Social- Development.
In all these references there is no mention about the manpower-resource inventory for rural development in Kohima district, Nagaland. So far, no study has been made on the topic by anybody. The researcher as he lived in Nagaland for four and half years as Executive Director of the Naga­land Peace Centre, Kohima, during the years 1982-86 was fully aware of the studies and publications made by the Government of Nagaland and other Non-Governmental or educa­tional institutions. The researcher was fully convinced that a study of this kind could help the Government of Nagaland a long way in shaping the socio-economic well-being of the rural communities. Therefore, to fill in the re­search gap in the field the topic of study was chosen with purpose and need.

1.5 ORGANISATION OF THE STUDY

The Thesis runs in nine chapters. The first introduc­tory chapter highlights the nature, aims, scope and is fol­lowed by a review of literature.

The second chapter deals with methodology consisting of hypotheses, operational definitions, sources of information,
collection of data, statistical and observation techniques used.

The third chapter gives a profile of the Nagaland State and Kohima District consisting of physical features, topography, rivers, vegetation, mineral wealth, climate, special features, distribution of tribes and administrative structures.

The fourth chapter narrates the rural development programmes implemented in the district. The programmes were listed out from the annual report (1984-85) of the Rural Development Department, Ministry of Rural Development and Agriculture, Government of India. The chapter verifies whether these programmes are implemented in the district and to what extent they are implemented.

The fifth chapter accounts the man-power available with the various development departments for implementing the development programmes. The departments include the co-ordinating Department of Rural Development and the associating departments such as Social Security and Welfare, Relief and Rehabilitation, Agriculture, Forestry, Soil Conservation, Animal Husbandry, Health Services, Co-operation, Economic Statistics, Fisheries, Information and Publicity,
The Integrated Extension Training Centre, Evaluation, Electricity, Rural Roads and Rural Housing.

The sixth chapter brings out the efforts of the development departments in developing manpower for effective implementation of the programme.

The seventh chapter comes out with findings on limitations in availability of man-power, jurisdiction, duties and responsibilities of village level workers, man-power needs of Village Development Boards, Block Office, Sub-Divisional, Divisional and District offices of development departments, process of democracy and people's participation in development, group action and leadership pattern.

The eight chapter makes out a summary of the findings and comes out with a conclusion. The conclusion part ends with suggestions and enlightening the scope for further research on the subject. The conclusion part deals with scheme-wise training in conceptual frame work, effective co-ordination through Block Office, master-plan for the district, training for the personnel of specialised, departments in concept and principles of rural development, periodical orientation to the key personnel, functional capabilities of Village and Area Councils, objective training to
the Council members, social responsibility of officers and earmarking manpower with required quality for each scheme separately.

Finally the ninth chapter deals with a working model for Kohima District.