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## UNIT 2 HISTORICAL PERSPECTIVES

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### Structure

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  - Objectives
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  - Evolution of PRA
- 2.3 History of Participatory Management and Development Approach in South Asia
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### 2.1 INTRODUCTION

In the first unit you have studied the genesis and concept of participatory management. You have also studied the participatory rural appraisal (PRA) as a tool and method used by field worker for appraisal and participatory management.

In this unit the main focus will be on the explanation of the historical perspectives of the participatory management of development, including its background and evolution of this approach in South Asia. The main contents discussed in this unit are: historical perspective of the participatory management of development, background and evolution of participatory development and history of participatory approach in South Asia.

#### Objectives

After studying this unit, you should be able to:

- understand and discuss the historical perspective of the participatory management of development;
- describe the background and evolution of participatory development; and
- recall the history of participatory approach in South Asia.

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### 2.2 HISTORICAL PERSPECTIVE OF THE PARTICIPATORY MANAGEMENT AND DEVELOPMENT

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Robert Chambers, one of the pioneers of the participatory approaches of management and development, says, in his book:

“Participatory approaches and practices enable workers to express and analyze their multiple realities. Many poor people’s realities are local, complex, diverse, dynamic and unpredictable. For farming, forest-based and pastoral livelihoods they often seek security by complicating and diversifying activities, and multiplying linkages and supports to exploit varied and varying local resources and opportunities.

The values and preferences of poor local people typically contrast with those of the better off, outsiders and professionals. They need and want to be able to take a long view. They can, locally, manage greater complexity. Their values, preferences and criteria are typically numerous, diverse and dynamic, and often differ from those supposed for them by professionals.

Local people are themselves diverse, with sharp contrasts of preferences and priorities, by age, gender, social and ethnic group, and wealth.

Reversals of normal dominance to enhance the diversity and complexity, to empower local people, the poor and other workers, and to privilege their realities, expresses a new paradigm (as discussed in Chapter 9 of his book) and requires changes in the behavior and attitudes of uppers” (Chapter 10, p. 162).

The above analysis of the human society and the socio-economic development perspective based on the previously practiced development models, mainly structured upon the “top-down” approaches, outlines the reasons and factors leading towards the introduction and evolution of the participatory approaches in the management and development.

Referring to the impact and failure of the traditional models of management and development, Daphne Thuvesson (1995), writes, “As the existing system crumbles around us, new and exciting alternatives are sprouting up in the rubble”. Thomas Kohn, wrote in 1962, “Probably the single most prevalent claim advanced by the proponents of a new paradigm (participatory approaches) is that they can solve the problems that have led the old one to crises”.

How far these ‘claims’ have proved successful is under debate for quite some time, but the results of the application of the participatory approaches in management and development and existing realities show that the proponents of the ‘new paradigm’ were not totally wrong in their assumptions.

The 1980s and 1990s have seen a gradually growing criticism on the development models and strategies, which were followed for the past three decades with only minor adjustments. The conventional models and strategies have seen development primarily as a series of technical transfers aimed at boosting production and generating wealth. In practice, conventional development projects usually target medium to large-scale progressive producers, supporting them with technology, credit and extension advice in the hope that improvements will gradually extend to more “backward” strata of rural society. In many cases, however, the channeling of development assistance to the better off has led to the concentration of land and capital, marginalisation of small farmers and alarming growth in the number of land-less labourers, which is simply widening the gap between the rich and the poor.

Over the past ten years, rapid appraisal techniques have gained widespread recognition in development research and in planning and implementation of the development projects. The reason for emphasis on rapidity is that commonly used survey methods and other data collection and implementation techniques applied in the development sector are not only very costly but also take too long for data collection and analysis. Moreover, the participation in data collection and development process is more important because all the key responsibilities are given to outsiders in the conventional research and development project implementation processes, rather than community members and other relevant stakeholders.

The basic fault in the conventional approaches of development is that the rural poor and other marginalised groups of society are rarely consulted and involved in the development planning and usually have no active role in the implementation and monitoring and evaluation of the development activities. A vast majority of the poor have no organisational structure to represent their interests and to protect their rights. Isolated, illiterate or under-educated and often dependent on rural elite, they lack the means to win greater access to resources and markets, and to prevent the imposition of unworkable programmes or technologies.

In most of the countries of South Asia, particularly in the Government sector, the rules of business of development do not focus on the poorest, for conducting various rural development and extension programmes.

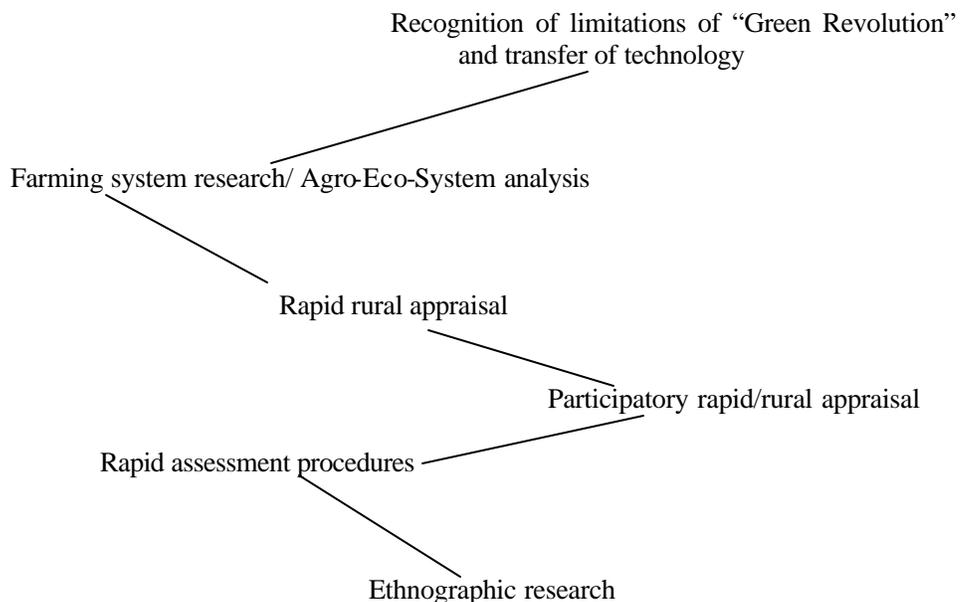
Considering the background and evolution of the participatory research, management and development approaches in the academic perspective, the following significant phases can be identified in the formulation and development of these approaches:

- Contribution of the scholars and researchers who were involved in ethnographic research;
- Development and application of rapid assessment procedures;
- Adoption of participatory rapid/rural appraisal techniques;
- Introduction and use of rapid rural appraisal tools and methods;
- A vigorous development and application of the farming system research; and
- Finally, on the basis of the conducted research, recognition of limitations of “green revolution” and transfer of technology

### **2.2.1 Evolution of PRA**

Participatory Rural Appraisal (PRA) evolved from a series of qualitative, multidisciplinary approaches to learning about local-level conditions, environment and local peoples’ perspectives, including Rapid Rural Appraisal, and Agro-eco-system Analysis. The pioneers of PRA development have been NGOs, and agricultural research organisations, and in recent years the World Bank and other donors have begun to adopt PRA methods in their work.

The phases of the evolution of the PRA have been reflected in the following Fig. 2.1



**Fig.2.1: Background and evolution of the participatory research, management and development approaches**

Indeed, the term PRA, is one of the many labels for similar participatory assessment approaches, the methodologies of which overlap considerably. It is probably more useful to consider the key principles behind PRA, and its “trademark techniques” rather than the name, per se, when assessing its appropriateness to particular situation. For detailed discussion of PRA and its various dimensions please see the section on PRA in Unit 1 of this Block. This is being done to avoid unnecessary repetition.

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#### **SAQ 1**

- i) Explain the historical perspective of the Participatory Management of Development.
  - ii) Write a note on the evolution of participatory development.
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## 2.3 HISTORY OF PARTICIPATORY MANAGEMENT AND DEVELOPMENT APPROACH IN SOUTH ASIA

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Rural development has been used mainly as a catchphrase and regarded erroneously as a panacea for rural poverty in Pakistan and many other countries of South Asia and other Third World regions. Many public sector programmes have claimed to specifically address the problems of rural people and their socio – economic development. The experiences and results of the most of these programmes indicate that the benefits have been distributed disproportionately between various rural groups even when the programmes have worked well. Also, these programmes have been ‘prescriptive’ and not ‘participatory’. Most of these programmes were implemented through public sector departments and organisations adopting top-down approaches of management and development.

The prospective beneficiaries, particularly the rural poor, including small farmers and the land less have rarely participated in the planning, management and implementation of various development projects and programmes, mainly run by the respective Governments in Pakistan and other South Asian states. One of the major reasons for adopting the perspective and top-down approaches resides in the structure of social and economic relations in rural areas, where a minority of landlords exercise most of the power at the local level and influence the machinery of the state. The highly differentiated agrarian structure in many areas in which the patron-client relations are visibly asymmetrical-acts as a barrier to the direct participation of a vast majority of the intended beneficiaries in the decision-making processes affecting their welfare and socio-economic development.

One aspect of rural development is political development and the stability of institutions of participatory democracy. Sometimes, it is sought as an end and sometimes as a means to economic growth and social change. In Pakistan in most of the cases, democratic institutions do not exist nor do they emerge spontaneously from traditional political cultures. They need to be deliberately created through conscious and planned interventions. A significant part of this process is the socialisation of rural communities in democratic political behaviour. In this sense, political development requires a full-time and devoted patronage of sympathetic institution builders.

### 2.3.1 Introduction of Self-Government System

The British ruled the sub-continent for about two hundred years as their colony. This era can be divided into two periods:

- East India Company rule (1757-1857); and
- British Crown rule (1857-1947).

The East India Company ruled the British India exclusively for their military and commercial gains. It was a period of ruthless exploitation and oppression. Two main features of this period are given below:

- No rural development efforts were made in this period;
- The Permanent Settlement (Zamindari System) was introduced in 1793 for facilitating the collection of land revenue. But it depressed the peasants and created a class of landlords. It also affected agricultural production.

A few steps were taken during the later phase of the British rule, from 1880 to 1940, to alleviate some problems of the rural people. But the aim of the British rule was:

- Collection of revenues; and
- Maintenance of law and order.

Four main features of the British colonial administration and their results were:

Features	Results
i) <i>Elitism</i>	: Disparity, privileged few and vast non-privileged.
ii) <i>Paternalism</i>	: Childish dependency; Cult of prayerful petitions.
iii) <i>Neglect</i>	: Meagre allocations for development of rural areas.
iv) <i>Centralism</i>	: Non-participation and Apathy.

The status of the peasants, workers and artisans was weakened due to the oppression and exploitation of the Zamindars (landlords), merchants and moneylenders. Besides, famines prevailed in the land, whereas there was surplus food before the British rule.

The British Government, during its rule in the sub-continent, introduced many political and administrative reforms, including the establishment of Agriculture Department (in 1880); a system for rural self-government (in 1885); and Cooperative Societies for credit (in 1904); and setting-up of Rural Reconstruction Department (in 1938-1944). But these organisations remained largely ineffective and proved to be inadequate for various factors, mainly lack of funds, limited jurisdiction and short term goals, etc.

Lord Ripon introduced a modern framework for rural self-government, with the stated objective of political education only, without focussing on administrative efficiency. However, the implementation of the reforms was entrusted to the provincial governments, which were composed almost exclusively of civil servants.

The circumscribed model of rural self-government was operating throughout the Indian sub-continent. Looking at the areas included in present-day Pakistan, practically in all the Districts of Punjab it had the strongest legal framework (starting from 1883). Some headway had been made in the NWFP and Bahawalpur by 1950. Significant exceptions were the province of Balochistan, all princely states, and the tribal areas. Punjab possessed by far the strongest traditions of rural local government. Not only was this province the first to follow the lead of Lord Ripon's resolution in establishing rural self-governing institutions at the District level, but was also the only province that had established that grassroots village government units known as *Panchayats*, a form of village government that the British had resurrected from India's distant past. However, even in Punjab, over three-quarters of the villages legally eligible for the *panchayat* system was without that system.

### 2.3.2 Rural Development Initiatives

We will take the example of Pakistan (1947-1971). Like many other countries of South Asia, the role of the socio-economic development professionals, has fallen on the bureaucrats and public servants, who are, neither sympathetic nor capable, any more to act as institution builders. The Pakistani experiment with this model of political development has revealed inherent contradictions and has shown how the rational tendencies of bureaucracy operate to frustrate a major purpose it is supposed to serve, i.e. the development of participatory democracy. Looking at the situation in other countries of South Asian region, almost similar conditions and scenarios emerge during the last few decades, especially in the 1970s and 1980s.

After the creation of Pakistan, universal adult franchise was introduced in place of the extremely restricted colonial franchise. The law of *panchayats* was extended to the whole of Pakistan in 1956. Plans were prepared to make local government laws uniform throughout Pakistan, and an election commission was appointed in order to prepare the ground for holding elections to local bodies. However, subsequent government action was in opposite direction; 24 out of 34 district Councils stood superseded by 1957.

A further complication for the development of rural self-government was the experiment of rural 'community development' called the Village Agricultural and Industrial Development (Village – AID) Programme. The government created a network of new institutions for rural development under Village-AID in 1953; at the same time it withdrew many of the functions that the local government was performing. The *ad hoc* councils created under Village-AID, however, failed to mobilise villagers because they lacked roots in the people, and the programme was discarded in 1961.

Village-Aid was the first programme of the comprehensive village development launched in Pakistan and Bangladesh. This was also the first programme, which laid considerable emphasis on people's participation. But the expected participation could not be achieved due to the lack of proper mechanism. This programme had a short life. It also heavily suffered from departmental rivalries and lack of departmental coordination. However, it left rich experiences for the formulation of future plans and programme.

In 1959, soon after the imposition of Martial Law in Pakistan, the military government introduced the experiment of 'Basic Democracies' as a basis on which local government was to build a positive role in national development. It was also a system of indirect rule.

The experiment of Basic Democracies repeated the folly of placing local governments under the tight control of bureaucrats. Following in the footsteps of their imperial predecessors, the Pakistani bureaucrats again restricted the independence of local councils by remaining as presiding officers, chief executives and the controlling authorities. The experiment of 'guided' democracy, or indirect rule, which ended in 1970, left the local self-government system greatly weakened because it was used to maintain centralised authority and to distribute largesse according to the contributions made to the election of representatives for the Provincial and National Assemblies.

During this period, the respective governments of the South Asian region, including India, Pakistan and Bangladesh introduced a number of rural development initiatives. These efforts created a new environment for rural upliftment through creation of institutional infrastructure and by launching various projects for multi-sectoral development in the region. During this phase the public sector projects also tried to involve the people in the development activities, but the results were not satisfactory to a large extent.

In Pakistan, after V-AID programme and introduction of the system of the Basic Democracies, Rural Works Programme (1963-72), was launched. This programme had origins in a pilot project for community development undertaken by Dr. Akhtar Hameed Khan as Director of the Pakistan Academy for Rural Development in Comilla, presently located in Bangladesh.

The basic purpose of the pilot project in Comilla was to assess the capability of the village people and local government officials to undertake sizable development programmes in their respective areas and to evolve a sustainable working procedure for the implementation and maintenance of the projects.

Some of the other significant steps taken during this period in Pakistan, include the following:

- Union Multipurpose Cooperatives were introduced in 1950 in place of village-based credit cooperatives;
- Zamindari system was abolished through the enactment of the Estate Acquisition Act 1951;
- V-AID programme, which was introduced in 1953, was discarded in 1961, before it could be introduced all over the country;

## **Genesis and Concepts of Participatory Management**

- Nation-building departments were strengthened and field workers were posted at the Block and Union Council level; and
- Several autonomous bodies were set-up with the aim of supplying agricultural inputs, irrigation and flood control, etc.

The Comilla experiment created a new era in the history of Bangladesh and Pakistan, as Akhtar Hameed Khan, in Karachi also replicated this model in the later period, as Orangi Pilot Project (OPP). Besides that:

- A number of other rural development projects were also launched on the basis of this model throughout the country, at various times;
- The concept of Integrated Rural Development came into being through the Comilla Experiment;
- Institutionalisation of the whole process of rural development was the key word of the Comilla Approach; and
- The Comilla Experiment has produced a set of principles and procedures on the basis of which new programmes have been and can be developed for rural development.

### **India: 1947-1971**

In India, the Community Development (CD) Programme was launched in 1952. It was introduced, first as an experimental project, and was made a national programme in 1955 and extended to cover all parts of rural India in a phased manner.

It was basically “government programme with people’s participation”. Community Development (CD) was the first and the biggest programme of comprehensive village development in India, which aimed at multi-sectoral development, through a single agency. By the end of 1966, the entire rural India, (comprising 5.5 lakh villages), was brought under this programme.

This Programme made a deep impact on the rural development in India. Under this programme:

- ‘Panchayat Raj’ was introduced. Elected panchayat bodies were set up at the Block (thana) and Lower (village) levels, which have widened the scope of people’s participation in village development;
- Democratic decentralisation has been effected to a certain extent following the introduction of the CD programme;
- Intensive area development programmes were introduced, which have helped in increasing food production; and
- Several anti-poverty programmes have been launched in different parts of India for socio-economic development of the rural poor.

### **Pakistan: 1971-Todate**

In Pakistan, some of the major programmes introduced during this period include the following:

- The Integrated Rural Development Programme (IRDP), 1972-78, which was based on the comprehensive and systematic (holistic) view of rural development. Two of its programmes were targeted at broadening its popular support in the rural areas: land reform, and a rural development programme, including the IRDP, People’s Works Programme (PWP), and Agro-villas;
- Rural Development Programmes introduced during 1978-88, included: land reforms; reinforcement of five-year development plans. Rehabilitation of local

self-governments in 1979; introduction of Zakat and Usher – religious levies on personal wealth of Muslims; and

- Social Action Programmes (SAP I & II), which were channelled through District Development Committees.

In Pakistan, during the 1970s, the entire local self-government system remained suspended since no elections were held. Local self-government was revived during the 1980's mainly to give legitimacy to an unallocated (military – controlled) government at the Federal and Provincial levels. There have been no elections since 1991, and public officials have replaced almost all of the elected local governments. It is interesting that while there have been four general elections for the National and Provincial Assemblies since 1988, the local self-government system has been allowed to languish without elections. Public servants are running the show in both rural and urban areas, unhindered by elected local representatives.

This brief historical account of local government in Pakistan shows that successive governments have felt obliged to establish some kind of local government institutions to mobilise rural communities. All have sought to achieve this goal under the leadership of professional public servants, but, significantly, none of these attempts have succeeded in producing viable local governments. Above all, rural communities, particularly the vast majority of marginalised and poor people, have not been empowered to take basic decisions at the local (village level) without dictation (or prescription) from their traditional leaders and government officials.

The checkered record of rural self-government in Pakistan has highlighted several inadequacies with regard to direct participation by rural people at the village level in the planning and implementation of rural development programmes and projects:

- The village (*mohallah*) is not the basic unit for the Union Council. The constituency of a Union Councillor does not correspond to the village boundaries: one ward may contain four villages or one village may have four members.
- Since an electoral unit comprises a face-to-face group, local elections have led to strong enmities and division of villages into contending groups. It is almost impossible to have any sort of development cooperation among the village people.
- A local councillor, because of several contestants for the office, usually represents less than half of his/her ward and cannot effectively mobilise the constituency for development purposes.
- A grassroots (village level) organisation, which identifies the real needs and problems of the rural population and which can activate the people to participate directly in development activities, has not been encouraged or supported to develop because of the village rivalries and excessive interference by public officials.

During the same period the phenomenon of participatory development through NGOs and donor driven programmes started and spread rapidly throughout Pakistan. The first two major programmes of this nature were Agha Khan Rural Support Programme (AKRSP), which was started by Shoaib Sultan Khan, in the Northern Areas of Pakistan, and Orangi Pilot Project (OPP), which was launched by Akhtar Hameed Khan, in Orangi Town, Karachi. Both these programmes were launched in the early 1980s. Both the programmes were taken as trendsetters for participatory development, due to the remarkable results and impact.

Later on, especially in 1990s, in Pakistan, a series of rural support programmes were started, following the AKRSP model, at national, provincial and local levels. All of these programmes were of the participatory nature and based on the community organisation and mobilisation models.

Besides these rural supports programmes, in Pakistan, many other projects of the social sectors, also adopted participatory development and management approaches

and involved the communities at various levels, for implementing development projects. These projects, leaving aside a few, have proved more effective, productive and result oriented, as compared to the rural development projects of the past, which were implemented through top-down approaches.

### **Bangladesh**

In Bangladesh, during the post 1971 period, the following significant developments were recorded in the community based rural development projects and participatory management and development sectors:

- All the national programmes of rural development introduced in the 1960s were continued;
- Elected bodies of Union Parishad were suspended for over three years, which affected the local councils and their role in rural development;
- The First Five year Plan (1973-78), Two year Plan (1978-80) and Second Five year Plan (1980-85) were developed and the practice continued in the following years. But the allocations for the rural areas were meagre;
- Some scattered efforts to develop the marginalised groups were also done;
- Much emphasis was laid on “self-help”, “self-reliance”, and “People’s Participation”;
- A number of programmes, like Swanirvor (self-reliance); Canal Digging through Voluntary Mass Participation; Youth Complex; Mass Literacy; Jatiya Mahila Sangstha and Gram Sarkar were introduced during these years and were discarded after some period.
- Grameen Banks were also introduced for the alleviation of rural poverty;
- A large number of NGOs started working in the field of rural development during this period;
- The scheme of Administrative Re-organisation was introduced in 1982 with a view to developing the Block as the seat of decentralised and coordinated rural administration. Upzilla Parishad was entrusted with planning and implementation of local level plans for village development;
- Bangladesh Rural Advancement Committee (BRAC) was established for the grass-root participatory development; and
- A vigorous family planning programme was launched to control the population growth and to enhance the community development process.

All these initiatives, especially the Grameen Bank micro- credit programmes and effective intervention made by the BRAC, produced positive and fruitful results. These programmes promoted the participatory development and management process and helped to reduce the rural poverty through community mobilisation, social organisation, micro credit, skill enhancement and enterprise development programmes in the rural and semi – urban areas of the country.

### **India: 1971- Todate**

In India the Community Development Programme continued to function throughout the country in the post 1971 period, with the same objectives, spreading its scope and area, for helping rural poor and reducing their poverty through multi-sectoral, participatory and community based development initiatives.

During this period, simultaneously, in India, a large number of NGOs have started their activities, to promote the participatory development process and for addressing the poverty issues, especially in the rural and semi-urban areas of the country. The interventions, made by these NGOs, are not only supplementing the government

intervention in the socio-economic sectors, but also contributing remarkably in the poverty reduction and enhancement of the living standards of the poor and marginalised groups and communities.

Looking at the trends of and the interventions in the rural and participatory management and development, in the South Asian countries, and analysing, especially, the socio-economic development initiatives taken during the 1980s and 1990s, it may be realised that this trend would be further multiplied and replicated in all socio-economic projects and sectoral development initiatives during the 21<sup>st</sup> century. It is hoped that the replication and multiplication of these experiences will not only facilitate the planning and implementation of the development projects at the grass root level, but also help in promotion of the quality of life through poverty reduction, skills and enterprise development, enhancing the income and access to the social services for the poor.

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## SAQ 2

- a) Explain the following in your own words :
- i) Development perspective in South Asia .
  - ii) Self-Government System.
  - iii) Rural Development Issues .
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Let us summarise what we have studied so far.

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## 2.4 SUMMARY

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This unit has highlighted the participatory management in its historical perspective in relation to the problems of rural people and their socio-economic development. The focus is on the South Asian countries with an intensive and extensive details about Pakistan. Prior to 1947, the British colonial rulers in India hardly paid any attention to the rural development. Their primary aim was to exploit and oppress people, and collect revenue. Hardly any money was earmarked for rural development. Whatever institutional structures were created for rural areas remained non-functional because of the inadequacy of funds alongwith other constraints. India and Pakistan had their respective experiences with the rural participation and local self-government in the post 1947 period. Pakistan started with self-government with the law creating Panchayats way back in 1956 followed by village Agricultural and Industrial Development; Basic democracies; and guided democracy; Integrated Rural Development; Land Reforms; People's Works Programme; Social Action Programme; and District Development Committees. However, most of the rural development initiatives did not ameliorate the conditions of the poor because of the negative role of the bureaucracy. The experience with local self-government system has remained in practice dysfunctional and most of the time remained suspended or inoperative and was allowed to languish while public servants administered both the rural and urban areas.

India has had a mixed track record of rural development. It started with the launching of Community Development in 1952. Some of the important initiatives have been: Panchayati Raj; Several Anti-poverty programmes; Indira Yojana, Integrated Rural Development; and Food for work programmes etc. Community Development programmes have been functioning throughout the country. Development of rural poor, poverty reduction programmes and mutli-sectoral participatory and community based development initiatives have been actively initiated. In this whole process of rural development programmes , NGOs have played a very important role.

However, the rural poverty eradication programmes have had marginal effect in the poverty removal. Bureaucratic bottlenecks, corruption etc. have belied the goals set forth in most of these programmes aimed to bring social and economic justice to people. Zamindar i system, though has been abolished in law, in practice, its

implementation has been circumvented by various ways. Rural debt, rural poverty, farmer deaths, landless labourers are some of the glaring problems. With Globalisation and India's commitments under WTO to liberalise the agriculture sector, it would have serious implication for the rural poor, food security and agriculture sector in general.

Bangladesh had its own experience after its emergence as an independent state in 1971. There have been significant developments in rural developments projects and participatory management and development with a focus on self-rule, self-reliance and people's participation. Its important programmes have been: Canal digging through Voluntary Mass Participation, Youth Complex; Gram Sarkar; Jatiya Mahila Sangathan, Grameen Bank, Bangladesh Rural Advancement Committee (BRAC) etc. Programmes for rural upliftment have continued through successive plans. However, Bangladesh is one of the least developed countries and is faced with serious problem of poverty, particularly rural poverty.

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## **2.5 TERMINAL QUESTIONS**

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1. Describe the concept of the 'New Paradigm' in the light of the philosophy of Robert Chambers.
2. Discuss the phenomenon of transition from the conventional to participatory approaches.
3. Elaborate the background and evolution of participatory development.
4. Trace the evolution of the PRA.
5. Comment on the usage of PRA and its "trademark techniques".
6. Do you agree with the notion that Participatory Rural Appraisal is a misnomer?
7. Describe the process of inculcation of Participatory Techniques in the Development Projects.
8. Write a comprehensive note on Rural and Participatory Development Perspectives in South Asian countries like India, Pakistan and Bangladesh.
9. Comment on the introduction of the Self-Government System and other measures for Rural Development during the British Period.
10. Highlight the Rural Development initiatives taken in South Asian countries during 1947-1971.
11. Discuss the Participatory Development initiatives taken since 1971 in South Asian countries.
12. Comment on the future of the participatory approaches of management and development in South Asia.

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