
UNIT 5 COMMUNITY DEVELOPMENT PROGRAMMES AND ACCOUNTABILITY

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5.0 OBJECTIVES

We have discussed the various aspects of communities located in rural, tribal and urban communities in the earlier units. There are certain critical issues that can be addressed through community development programmes. These programmes need to have a certain design that includes accountability considerations. After going through this unit you will be able to

- define and explain what community development is;
- describe some of the community development programmes in rural, tribal and urban areas; and
- understand the concept of accountability and its importance in community development work.

5.1 INTRODUCTION

This unit of community development programmes and accountability are built on the earlier understanding of what communities are, and how are they located, in the social and economic contexts. They also gave us some idea of the issues facing these communities. There are various ways in which these issues are addressed. Community development programmes whether initiated by Government or non-government agencies seek to address the issues and concerns of the communities. The concept of community development programmes focuses on the interventions for community development to be people centered and people led, that seek to change for better, the conditions of living of these communities. Questions such as what is better for the community, who decides on these, who implements the programmes what are the ways in which the programmes are monitored or implemented, who takes decisions regarding funding and allocations, who is accountable to whom, form the central focus of community development programmes that determine the success in reaching the goals of community development. Thus community development programmes

need to be understood with dimensions of their **context, creation and culmination**. The **context** factors relate to the issues, problems, concerns of the community, the background of the community and the strengths and weaknesses of the community. The **creation** refers to the specific programmes related to addressing the issues and concerns of the community with what intentions (values basis and goals), strategies and mechanisms. The **culmination** would relate to the way the programme reaches its goals and with clear identification of people and processes that are accountable. This trio of C's is interrelated and very important for community development programmes.

5.2 COMMUNITY DEVELOPMENT

Concept of Community and Development

Community development has two terms community and development both of which need some understanding. The concept of community has already been discussed in Unit I. We reiterate some of its definitions as “A relatively self-sufficient population, residing in a limited geographic area, bound together by feelings of unity and interdependency”.

“a social, religious, occupational, or other group sharing common characteristics or interests and perceiving itself as distinct in some respect from the larger society within which it exists, for example the business community; the community of scholars”.

Communities refer to people bounded in specific geographic areas and communities of interest. The past three centuries have seen major changes in the notion of community. We have moved from a predominantly agricultural and rural society, to an urban industrialized society, and now to a post-industrial society. In this latter period of de-industrialization, there has been erosion of community life and a decline in civil society organizations. These have meant a slow degeneration of traditional family networks, heightened inequality between groups of people as well as growth of institutions to meet the needs of the people, which were hitherto met by the community itself.

Development as a concept would imply that there is progress or change for the better in such a way to enhance the security, freedom, dignity, self-reliance and self-development of groups of people. This would involve twin concepts of social as well as economic development.

Concept of Community Development

Community development may be defined as a process by which the efforts of the people themselves are combined with those of governmental authorities, to improve the economic, social and cultural conditions of communities to integrate these communities into the life of the nation and to enable them to contribute fully to national progress.

Community development is a collaborative, facilitative process undertaken by people (community, institutions, or academic stakeholders) who share a common purpose of building capacity to have a positive impact on quality of life.

Community Development is the process of developing active and sustainable communities based on social justice and mutual respect. It is about influencing power structures to remove the barriers that prevent people from participating

in the issues that affect their lives. Community workers facilitate the participation of people in this process. They enable connections to be made between communities and with the development of wider policies and programmes. Community Development expresses values of fairness, equality, accountability, opportunity, choice, participation, mutuality, reciprocity and continuous learning. Educating, enabling and empowering are at the core of Community Development.

Community Development is about building active and sustainable communities based on social justice and mutual respect. It is about changing power structures to remove the barriers that prevent people from participating in the issues that affect their lives. Community Development Workers support individuals, groups and organizations in this process on the basis of certain values and commitments.

Community development works for strengthening of face to face communities to meet the psychological needs of belonging, practical needs of mutual care, and the political need for participation and campaigning for rights and resources.

Approaches Used in Community Development

The various approaches used in community development are:

- using an asset-based approach that builds on strengths and existing resources;
- encouraging inclusive processes that embrace community diversity; and
- community ownership through collaboratively planned and led initiatives.

Aims of Community Development are:

- creating equitable conditions and outcomes for health and wellbeing;
- improving the health and prosperity of the community as a whole;
- fostering sustainable community initiatives;
- fostering sustainable self-sufficiency for the people involved;
- increasing personal worth, dignity, and value; and
- building awareness of and resolving issues in the community.

Community Development Values

Community development has certain inherent values. These can be termed as:

Social Justice - enabling people to claim their human rights, meet their needs and have greater control over the decision-making processes, which affect their lives.

Participation - facilitating democratic involvement by people in the issues, which affect their lives, based on full citizenship, autonomy, and shared power, skills, knowledge and experience.

Equality - challenging the attitudes of individuals, and the practices of institutions and society, which discriminate against and marginalize people.

Learning - recognizing the skills, knowledge and expertise that people contribute and develop by taking action to tackle social, economic, political and environmental problems.

Co-operation - working together to identify and implement action, based on mutual respect of diverse cultures and contributions.

Assumptions in Community Development

There are certain implicit assumptions in community development. These are:

- Individuals, groups and local institutions within community areas share common interests that bind them together.
- This commonness also propels them to work together.
- The interests of the various groups are not conflicting.
- The state is a supra body that is impartial in the allocation of resources and that through its policies it does not further inequalities.
- People's initiatives are possible in the communities because of their common interests.

Community development workers are committed to:

- Challenge the discrimination and oppressive practices within organizations, institutions and communities.
- Develop practice and policy that protects the environment.
- Encourage networking and connections between communities and organizations.
- Ensure access and choice for all groups and individuals within society.
- Influence policy and programmes from the perspective of communities.
- Prioritize the issues of concern to people experiencing poverty and social exclusion.
- Promote social change that is long-term and sustainable.
- Reverse inequality and the imbalance of power relationships in society.
- Support community led collective action.

Distinction Between Community Development and Community Work

Community development is best used to refer to a process, or a way of doing something, which entails the mobilization, participation and involvement of local people on common issues important to them.

Community work, on the other hand, is often used as a general term and refers to initiatives or activities that are delivered at a local level that may not actively involve members of the community as participants but merely as users of services.

Within India, we might say all forms of community practice go together- that is provision of basic services, campaigning for the rights of people and fostering community based approaches for self-development and increasing their stake in the developmental processes. There is an increasing use of professional approaches, techniques and strategies to build the capacities of communities to undertake community development programmes which aim to bring in self-reliance, freedom and dignity.

5.3 COMMUNITY DEVELOPMENT PROGRAMMES AND ACCOUNTABILITY

Community development programmes base themselves on the involvement of people in formulating and executing programmes. It also means the development and use of large number of local institutions and voluntary groups local and voluntary groups, use of group work techniques and the development of local leadership, development of administration which is development oriented rather than bureaucratic in approach.

Local self-help village groups are promoted and actively involved in the development of the village, Mohalla, hamlet, in mobilizing natural and human resources for making improvements in various aspects of life with the active involvement of government and non-government agencies.

Thus community development programmes aim at achieving certain goals such as collectively working to bring about social change and justice, by working with communities to:

- identify their needs, opportunities, rights and responsibilities;
- plan, organise and take action;
- evaluate the effectiveness and impact of the action
- and to do all these in ways which challenge oppression and tackle inequalities.

Accountability in Community Development Programmes

In all community development programmes the key lies in the implementation of the programmes for reaching the goals in such a way that the accountability issues are taken care of. Any community development programme has to have inbuilt components of monitoring and evaluation and transparent accountability procedures. The concept of accountability needs to be understood before we proceed any further.

Concept of Accountability

The concept of accountability includes two elements: ‘answerability’ of those who hold power to citizens and ‘enforceability’ of penalties in the event of failure to do so (Goetz and Jenkins 2001)

Accountability is seen as political and managerial accountability the former referring to accountability of decisions (social) the latter referring to accountability in carrying out tasks of according to agreed performance criteria (input, output, financial etc) In another case, some authors speak of political accountability, community accountability and bureaucratic accountability.

Questions such as accountability of who to whom, when and on what issues, purposes of accountability and how it is to be operationalized are key to put in place a proper accountability mechanism.

Accountability mechanisms could include citizen participation in public policy making, participatory budgeting, public expenditure tracking, citizen monitoring of public service delivery, citizen advisory boards, and lobbying and advocacy campaigns.

Accountability requires that one group or individual provides a professional or financial account (or justification) of its activities to another stakeholding group or individual. It presupposes that an organisation or institution has a clear policy on who is accountable to whom and for what. It involves the expectation that the group held accountable, will be willing to accept advice or criticism and to modify its practices in the light of that advice and criticism.

Characteristics and Principles of Accountability

- Accountability is personal: authority can only be delegated to one person.
- Accountability is vertical: from top to bottom, responsibilities and authority is delegated from supervisor to subordinate (supervisor holds subordinate accountable).
- Accountability is neutral: It is neither a positive nor a negative concept. Excellent results are recognized, but failure may involve sanctions, including the withdrawal or modifications of working systems.

The Four Principles of Accountability

- a) Specify responsibility and authority
- b) Provide guidance and support
- c) Objective comparison of results against targets and standard
- d) Take appropriate action

Check Your Progress

Note: Use the space provided for your answer.

- 1) What do you understand by the term community development?

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- 2) What is your understanding of accountability?

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5.4 HISTORY OF COMMUNITY DEVELOPMENT PROGRAMMES

Community development efforts have a long history dating back to pre-independence times. There were programmes like the Sevagram and Sarvodaya rural development experiments of Bombay State, Firca Development Schemes of Madras State, Pilot projects of Etawah and Gorakhpur. These efforts were because of a desire for new techniques, new incentives and confidence to undertake development work. Some of these programmes involved rural reconstruction experiments that had the thinking and backing of nationalist thinkers and social reformers.

5.5 COMMUNITY DEVELOPMENT PROGRAMMES IN RURAL, TRIBAL AND URBAN AREAS

There are a number of community development programmes launched by the government as well as voluntary organizations. Basic to all these programmes is people's participation and development. We now look at some of such programmes in rural, urban and tribal areas. These are only indicative and attempt to give an insight into the design and functional aspects.

Rural Community Development Programmes

Community Development Programme drew its inspiration and strategy from erstwhile projects of rural development in the 1920s and just before Indian Independence, as well as the international influences on community development project that developed both in the Great Britain and in America.

The first major rural development programme launched after independence in October 1952 in 55 development blocks was with the following main objectives.

- a) To secure total development of the material and the human resources in rural areas.
- b) To develop local leadership and self-governing institutions.
- c) To raise the living standards of the rural people by means of rapid increase in food and agricultural produce.
- d) To ensure a change in the mind-set of people instilling in them a mission of higher standards.

These objectives were to be realized through a rapid increase in food and agricultural production by strengthening programmes of resource development, such as minor irrigation and soil conservation, by improving the effectiveness of farm inputs supply systems, and by providing agricultural extension services to farmers. It had a wide range of programmes for developing agriculture animal husbandry, rural industries, education, health, housing, training, supplementary employment, social welfare and rural communication.

A project area was divided into three development blocks, each comprising about 100 villages and a population of about 65,000 people. In areas where a full project was not considered feasible one or two development blocks were started to begin with. Subsequently CDP became a national programme that covered all the rural areas of the country.

Organization

The organizational structure was specifically created to undertake community development projects. The organizational structure was located at the central, state, district and block levels.

In September 1956, a new ministry of community development was created. Then the ministry of Agriculture and Rural development was in overall charge of the programme of the country. Currently the entire centrally sponsored programmes are part of the Ministry of Rural Development. From a centrally sponsored programme it became a state-sponsored one in 1969.

Evaluation

The community development programme was evaluated by a committee headed by Balwantray Mehta which gave its recommendation for a three-tier system of local governments that are popularly known as Panchayati Raj. At the grassroots or village level were to be formed at the village Panchayats at the middle or block level were to be Panchayat Samitis and at the apex or district level Zilla Parishads were to be formed. It recommended administrative decentralization with control vested in elected bodies.

The three-tier structure of Panchayat Raj institutions was brought into existence in January 1958. These objectives were later incorporated in the 73rd amendment of the constitution of India ensuring democratic decentralization through Panchayati Raj system.

Criticisms of CDP

- It has not been a people's programme
- It has followed a blueprint approach to rural development
- It has employed a large army of untrained extension workers who lacked coordination
- There was lack of functional responsibility at the block level that led to a good deal of confusion and interdepartmental jealousy

From a community development approach there was a shift towards specific programmes that focused on which agricultural development strategies (in the new agricultural strategy) - focusing on specific areas. This changed the nature of community involvement in the programme. A target approach was adopted – the identification, training and development of these became the responsibility of development officials and the research scientists with emphasis on scientific, technical and managerial aspects in the intensive agricultural development strategy.

Other Programmes and the Community Component

A change in these programmes came about with the advent of the Integrated Rural Development Programme that had conceived of rural development as that of targeting specific groups with a focus on asset creation or wage employment. Later on in the Integrated Rural development programme launched in the sixth plan, the asset creation has taken a cluster-oriented approach that emphasized on the creation of groups for participation and management. Group approaches became the focus in all programmes of rural development dealing with the forestry (joint forest management) watershed, National Rural Health Mission or Elementary Education other poverty alleviation programmes as well as the mid-day meal scheme (mother's committees to be formed). Participatory management was emphasized with a mandatory requirement of neighbourhood groups in the above programmes. The DWCRA (Development of Women and Children in Rural Areas) has been instrumental in popularizing the self-help group concept and its has now become a widespread phenomenon for community action and development, in both government initiated and voluntary agency initiated programmes. In certain states the nature and extent of community participation has been significant in bringing about the needed change. Community ownership of programmes has become the official refrain with

emphasis given to the Panchayats as vehicles for implementation of the government programme. Though in many cases the Panchayats really do not have enough funds at their disposal, or allocations reach them late in the financial year. Here there is always a danger that local caste and class biases may seep in and maintain the status quo.

The later government programmes of Swarnajayanti Gram Swarozgar Yojana (SGSY), in which the focus was on establishing a large number of micro-enterprises in rural areas. This was based on the ability of the poor and potential of each area, both land-based and otherwise, for sustainable income generation. This programme used the concept of groups that could be utilized for building community led initiatives.

The Self-help groups (SHGs) formed under SGSY may consist of 10-20 members and in case of minor irrigation, and in case of disabled persons and difficult areas, i.e., hilly, desert and sparsely populated areas, this number may be a minimum of five. Self Help Groups should also be drawn from the BPL list approved by the Gram Sabha. The SHGs broadly go through three stages of evolution such as group formation, capital formation through the revolving fund and skill development and taking up of economic activity for income generation.

Despite the Group approach there are limitations with respect to making these programmes a truly community driven development programmes. There are various other programmes for village and small-scale enterprises, including some special schemes for scheduled castes and tribes for promotion of self-employment in rural areas which relies mainly on formation of self-help groups to empower rural communities and enable them to take up economic activities.

Wage employment programmes like the Sampoorna Grameen Rojgar Yojana, Swarnajayanti Gram Swarozgar Yojana and Mahatma Gandhi National Rural Employment Guarantee Act has enabled 100 days of employment, do not have the provision of community building by themselves or the formation of groups. However because of NGO or activist involvement these programmes are also taking the shape of movements for community action and development – demanding their rightful share in the employment schemes promoted by the government.

Other recent programmes of community development include:

Pradhan Mantri Gram Sadak Yojana, Rajiv Gandhi Grameen Vidyatikaran Yojana, Rashtriya Krishi Vikas Yojana, Rashtriya Swasthya Bima Yojana, Pradhan Mantri Jan Dhan Yojana, National Rural Livelihood Mission, Antyodaya Anna Yojana, National Food Security Mission.

Deen Dayal Upadhaya Gram Jyoti Yojana, Indira Awas Yojana, Janani Suraksha Yojana, Members of Parliament local Area Development Scheme, National Literacy mission and Midday Meal Scheme are the other notable community development programmes being implemented.

Check Your Progress 1

Note: Use the space provided for your answer.

- 1) Discuss the basic assumptions of community development programmes in India.

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- 2) Critically analyze the Community development Programmes in India.

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Tribal Community Development Programmes

The tribal communities received some help through Special Multipurpose Tribal Development Projects (MTDPs) created towards the end of 1954. These MTDPs could not serve the interests of the tribal people since the number of schemes were numerous. Later the Community Development Blocks where the concentration of tribal population was 66% and above were converted into Tribal Development Blocks (TDBs). Due to failure of this to address tribal communities needs, Tribal Sub-Plan Strategy (TSP) was evolved for rapid socio-economic development of tribal people, and is continuing even now with the following objectives:

1. Over all socio-economic development of tribals and to raise them above poverty level.
2. Protection of tribals from various forms of exploitation.

The Scheme/programme and projects under TSP are implemented through Integrated Tribals Development Projects (ITDPs) which were set up in Block(s) or groups of Blocks where ST population is more than 50% of the total population.

The Government of India formed a Ministry of Tribal Affairs in October 1999 to accelerate tribal development. The Ministry of Tribal Affairs came out with a draft National Policy on Tribals in 2004. The draft policy recognizes that a majority of Scheduled Tribes continues to live below the poverty line, have poor literacy rates, suffer from malnutrition and disease and is vulnerable to displacement. It also acknowledges that Scheduled Tribes in general are repositories of indigenous knowledge and wisdom in certain aspects. The National Policy aims at addressing each of these problems in a concrete way.

There are many tribal community development initiatives from the NGO sector that worked closely on the issues of tribal communities, specially their capacity building and sustainable development.

Many of the initiatives concerned with tribal development have adopted participatory approaches made to ensure the successful completion of the project goals. There are many tribal community development initiatives from the NGO sector that worked closely on the issues of tribal communities, specially their capacity building and sustainable development.

During the last 10 to 15 years, with increasing recognition of the importance of people's participation for increasing the effectiveness of development interventions, an extensive array of 'people's' institutions have been created in the villages for the implementation of sectoral programmes. These include joint forest management (JFM) committees being set up by the Forest Department, education committees by the Education Department, watershed associations and committees by the DRDA, water and health committees by the Public Health Department, water users association by the Irrigation Department, and Mahila Mandals (women's associations) by the Women and Child Department.

One of the most successful one is the **Andhra Pradesh Tribal Development Project**.

The APTDP established a variety of local-level institutions, including SHGs, cluster-level associations of SHGs, user groups/village development committees (such as for education, health, irrigation, soil conservation and grain banks) and a nodal institution in the form of VTDA's. The latter were conceived on the one hand as the forum for the expression of community priorities and concerns and on the other hand as a means of delivering projects and programmes to the communities. The leaders and members of VTDA's were chosen by the communities as their representatives, and generally this selection required the approval of the traditional councils of elders, so that the relationship between the new and the old did exist, albeit on an informal basis.

In addition, one novel concept introduced was the formation of community coordination teams consisting of groups of dedicated young professionals who lived in tribal villages to assist in social mobilization, awareness-building and the identification of needs and priorities around which development interventions could be built.

Overall, the project has created space during implementation for a multi-stakeholder approach with a specific focus on tribal people. The project saw tribal people as partners in the improvement of their own natural resource base and means of livelihood with programme management that is initiated, executed and monitored by the community. The creation of thrift and credit groups has increased their habit of savings. The programmes focused on various aspects like, education, health, income generation activities, agricultural development, self-help groups etc.

Check Your Progress 2

Note: Use the space provided for your answer.

- 1) Discuss how the issues of tribal communities could be addressed through community development programmes.

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Urban Community Development Programmes

Urban community development programmes can also be promoted by government or by voluntary organizations or member organizations. Such community initiatives have been reported in the work of urban sanitation, urban housing and urban health. All of this requires an external element of support or initiative coming from a few individuals or groups. Case studies presented below are only indicative to the extent to which community groups can actively work towards claiming citizenship and their fundamental right for a decent living. Organizations world wide like the Slum and Shack dwellers International and their partners in various countries have made a world of difference in housing and sanitation issues. Organizations like the slum Jagathu of Bangalore have also played an important role in raising community consciousness and invoking moral responsibility among those who govern including bureaucracy and legislature.

Some of the successful community development programmes in urban areas are presented below.

Swarna Jayanti Shahari Rozgar Yojana (SJSRY)

This scheme launched in 1997, has two components of the Urban Self-Employment Programme (USEP) and the Urban Wage Employment Programme (UWEP) These were substituted for various programmes operating earlier for urban poverty alleviation. Like its rural counterpart this scheme also builds on the group approach at dealing with self-employment issues

Kudumbashree Programme

Kudumbashree is a government programme for poverty alleviation of women experimented first in an urban setting in Alappuzha, which was later scaled up to selected Panchayats. In this scheme women representatives of all the neighbourhoods in a ward are grouped into an area development society(ADS) chaired by the Panchayat member. The ADS of all the wards in a Panchayat are federated into a Panchayat level Development committee chaired by the Panchayat president. In other words, this is a programme for poverty alleviation that seeks to bring all poor women organized for micro-credit under the governmental umbrella. It has its basic in the neighbourhood groups approach.

This was launched in Alappuzha Municipality in 1993 for poverty eradication with a difference. The mission was to eradicate poverty through concerted community action under the leadership of local governments, by facilitating organization of the poor for combining self-help with demand led convergence of available services and resources to tackle the multiple dimensions and manifestations of poverty, holistically. The basic unit was the neighbourhood group federated as Area development societies (ADS) at the ward level and these were federated to form the community development society(CDS) at the town level. Various developmental programmes like water supply training for women to start income generating units managerial training or the elected members of the ADS and CDS, health and education camps, construction of dual pit latrines. This community based organizations of Alappuzha Municipality contributed to the success of the participatory approach for poverty eradication. The neighbourhood groups of 20-40 women members belonging to risk families of the neighbourhood concerned elected one woman as their leader and she

was designated as RCV(resident community volunteer). Another women was elected as the president of the NHG. Three other women were elected as community volunteers and those volunteers have specific responsibilities and tasks, focusing on community health, infrastructure and income generation activities. The committee of the NHG comprised of these five elected women. NHGs generate the micro plans which are incorporated in an ADS under mini plan, which was consolidated into a town plan by the CDS which is registered society under the Travencore-Cochin Literary, Scientific and Charitable societies Act of 1955.

The Kudumbahshree project because of its in-built participatory character has achieved tremendous success. This has resulted in the government of Kerala extending the CDS system to all the 57 towns in Kerala through a government order giving legitimacy to the entire project helping the poor women.

The **case study of SPARC** and its work with cooperatives of women pavement and slum dwellers (Mahila Milan) and the National Slum Dwellers Federation, shows a great range of activities involving hundreds of thousands of urban poor which have received little foreign funding.

The NGO SPARC, was earlier working with pavement dwellers in Mumbai by providing them with a space to meet and discuss their problems. This led to the formation of women's groups for savings and credit and the establishment of Mahila Milan, a women pavement dweller's organization. Mahila Milan took up the challenge of making themselves visible, developing ways to deal with such common crises like eviction, police harassment, and obtaining water and ration cards. Various groups' experiences were collectively and continuously analyzed to develop the organization's strength and bargaining power with the authorities. Then an alliance was struck between National Slum Dwellers Federation (NSFD), a loose coalition of local federations active in many cities and Mahila Milan. The Alliance began to develop an educational and organizational strategy for community learning, with pilot projects. The learning was expanded through continuous exchanges between low-income settlements; this has been at the centre of its work ever since.

The alliance began to explore the building of secure houses (in terms of tenure). This it did through a series of activities that involved upgrading member's knowledge and confidence in building and undertaking such tasks. "Shack-counting", through community-initiated and managed surveys and maps, helped communities to identify their problems and develop their priorities. This also produced a visual representation of their situation, which helped the development of physical improvements and helped in the negotiations with external agencies. Community members learnt how to develop their own homes - how to get land, to build, to keep costs down, to manage professionals, to develop new materials, to install infrastructure and to negotiate with government agencies. They developed designs through collective house-modeling, which usually included developing full-scale models which are discussed through community exchanges. This has resulted in the construction of over 3,500 houses built with permanent collective tenure, and 5,000 borrowers.

Other programmes of urban community development include: Rajiv Awas Yojana for urban housing; Atal mission for Rejuvenation and Urban Transformation, Smart Cities mission, HRIDAY.

Check Your Progress 3

Note: Use the space provided for your answer.

- 1) Discuss some of the urban community initiatives in your own area.

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- 2) List some measures to promote accountability in community development programme.

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5.6 LET US SUM UP

We have discussed the concept of community development as a process facilitated by external agencies, with people and their development as a central focus. In community development the social worker is concerned with issues of social justice, equity, self-reliance and participation. The leadership of community is encouraged.

We have explored the concept of accountability to mean answerability to the people, the donor agencies, government bodies and NGO partners. There is a need for proper accountability systems so that responsibility is clearly mentioned and people held accountable to their work. Community participation is a key to accountability.

We have explored the various community development programmes within the rural, tribal and urban areas in some detail. There are initiatives that are both people led and government and NGO inspired. There is a need for convergence of all these programmes especially those for poverty alleviation that are truly participatory and community monitored and implemented. We can learn from the success of the initiatives and transfer these to various other programmes.

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