UNIT 1 DECENTRALISED PLANNING: AN OVERVIEW

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1.1 INTRODUCTION

Multilevel planning, planning from below, decentralised planning, peoples planning, participatory planning, district level planning, integrated district planning and planning at the grassroots are being used interchangeably by the practitioners and policy makers. Broadly speaking they are one and the same and they are not new to India. The moment the centralized planning was initiated, decentralised planning was also thought of from the first five year plan period itself. The whole discussion emanated from the arguments initiated by Mahatma Gandhi on Panchayati Raj. He is the author of decentralisation and bottom up approach of planning and development. He was responsible for a major debate on Panchayati Raj in Indian National Congress during the freedom struggle which ultimately extended to constituent assembly first and planning commission subsequently. Methodology, approach strategy, institutional mechanism may vary from period to period. The basic objectives and broader meaning are the same. But the new exercise started in many of the states under the new dispensation ‘decentralisation’ is due to the creation of ‘District Planning Committee’ constitutionally in each and every district in India. It is to be remembered here that the planning commission at the centre and the planning boards at the states are not the creations of the constitution of India. In order to make it clear to every one that it is a constitutional mandate to prepare plan below from the lowest unit of governance and administration namely gram panchayat or town panchayat. District Planning Committee is created in the constitution of India.

This unit will make you to understand the context, the objectives, the goals, the reasons for involving stakeholders (people) in the process of planning and the approaches adopted in decentralised planning.
Decentralized Planning

Objectives

After going through this unit, you should be able to:

- explain the meaning of decentralized planning
- describe the principles of decentralized planning
- judge the need for decentralized participatory multi-level planning
- discuss the role of the stakeholders (people more particularly the poor) participation in the process of decentralised planning
- and discuss the ways of practicing decentralized planning

1.2 DECENTRALIZED PLANNING: MEANING AND CONCEPT

Decentralised planning is a strategy suggested over a period of time to prepare perspective development plan from the lowest unit of governance and administration with an objective of meeting the felt needs of all sections and all regions of a country with vast variations in terms of socio-economic conditions and wider cultural diversity. Decentralization and decentralized planning is a worldwide phenomenon in recent years. According to Hanumantha Rao, decentralization through the involvement of local level representatives institutions in the formulation of planning for development as well as their implementation is being advocated in the interest of efficient utilization of resources and for ensuring more equitable sharing of benefits from development. As opined by Arvind Kumar, decentralization is referred to as a process of sharing of powers by the central ruling groups with other groups, each having authority within the specific area or the state. Though it had been discussed, debated and argued and justifications were given, from the first five year plan period onwards, real impetus was given throughout the country only after incorporating a provision in article 243ZD in the Constitution of India. The debate was also on among the academics and policy makers for sometime whether the planning unit can be created for decentralised planning activities either at block level or at district level. Now it is created at the district level constitutionally and it is recognized as a mandatory process by which people have to be involved in the preparation of plan from the village panchayat constitutionally.

1.2.1 Historical Background

Even before the dawn of independence, micro-level planning or decentralised planning was thought of and discussed after the publication of a document “District Development Scheme: Economic progress by Forced Marches” in 1939 by M.Visvesvaraya. It was the first attempt made in this country to evolve methodology for decentralised planning. In his attempt Visvesvaraya chalked out an action programme for the economic development of the rural areas. His aim was to engage people to ensure security to the people for food, clothing, recreation, amusement and to work for their skills. To achieve the above he suggested a few steps namely, a) people to work systematically and scientifically to increase production in close cooperation with the community; b) conducting a survey to assess the economic conditions of the people and identify the problems and suggest avocation which gives profit; c) every district should have institutional structure to promote such a kind of development activities; d) spread elementary
education among adults to create informed citizenry and thereby efficiency, improvement and prosperity could be achieved. To perform the above he suggested creation of a council called District Economic Council, a plan, budget and schedule of activities. This was the first visualization of decentralized planning in India before achieving independence.

The first two five year plan documents had unequivocally and emphatically argued for decentralised planning but they did not put into practice as the two plan documents had not spelt out the needed mechanism to prepare decentralised plan. The third Five Year Plan though took some initiatives to prepare district and block plans, in some of the states, they were not integrated in to the state plan. Only in the fourth Five Year Plan guidelines have been evolved for the preparation of district plan. Based on the guidelines several states have prepared their district plans but they could not integrate them with the annual plan of the states barring Maharashtra, Gujarat and Karnataka. The Fifth Five Year Plan talked much about block level planning. In this regard a working group was constituted in the central planning commission to suggest ways and modalities for planning from below. Based on the guidelines issued by the Planning Commission some of the states have prepared block plans with the help of private agencies. During this period another land mark event took place for strengthening of Panchayat Raj. A committee on Panchayati Raj popularly called Ashok Mehta Committee was constituted to review the progress of Panchayati Raj Institutions. The committee submitted its report in the year 1978. The committee also recommended that unit for planning should be at the district level.

Sixth plan document also reiterates the importance of local level planning. For the first time in planning, recognition was accorded to reliable, updated, timely, Scientific data for micro level planning. Thus data generation at the micro level gained importance. It also stressed the need of strengthening Panchayat Raj Institutions and of involving people in the process of implementation of development programmes. During the same period, a working group was set up in planning commission on district planning and the same submitted its report in the year 1984. The working group provided a detailed guideline and methodology for the preparation of plan at the district level. This working group unequivocally reiterated the need of such a plan at the district level. The Seventh Five Year Plan also reiterates the need of decentralised district plan as recommended by the working group of the commission. It is also recommended that the decentralised planning has to move from district to block. The Eighth Five Year Plan emphasized the need and relevance of the decentralised planning along with peoples participation through peoples institution. Ninth Five Year Plan document made it as an objective to promote and develop peoples participation in planning through democratic institution like Panchayati Raj Institutions. The district development plans will have to be prepared through the institutions of the District Planning Committee which is the creation of the Indian Constitution. 243ZD of the constitution enables for creation of District Planning Committee. Yet much progress was not achieved. Tenth and Eleventh Five Year Plans are pushing the concept of decentralised planning through a centralized drive. Thus decentralised planning was much discussed and debated subject over a period of time but less practiced at the ground. It is to be registered here that Kerala is a model the whole country for pushing decentralised planning through its powerful campaign approach.

Decentralised Planning: An Overview
### Decentralised Planning: Chronology of Events and Committee Reports

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Year</th>
<th>Item</th>
<th>Ideas and Concepts</th>
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<tbody>
<tr>
<td>1.</td>
<td>First Plan</td>
<td>Community Development Blocks</td>
<td>To break up the planning exercise into national, state, district, block and local community levels</td>
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<td></td>
<td>1951-56</td>
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<td>2.</td>
<td>Second Plan</td>
<td>District Development Councils</td>
<td>Drawing up of village plans and popular participation in planning through the process of democratic decentralisation</td>
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<td></td>
<td>1956-61</td>
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<td>3.</td>
<td>1957</td>
<td>Balwant Raj Mehta Committee</td>
<td>Village, Block, District Panchayat institutions established</td>
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<td>4.</td>
<td>1967</td>
<td>Administrative Reforms Commission</td>
<td>Resources to be given / local variations accommodated, purposeful plan for area</td>
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<td>5.</td>
<td>1969</td>
<td>Planning Commission</td>
<td>Formulated Guidelines; detailed the concept of the district plan and methodology of drawing up such a plan in the framework of annual plans, medium – terms plans and perspective plans</td>
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<td>6.</td>
<td>1978</td>
<td>Prof. M.L. Dantwala</td>
<td>Block level planning to form link between village and district level planning</td>
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<td>7.</td>
<td>1983-84</td>
<td>CSS/Reserve Bank of India</td>
<td>Strengthen district plan / district credit plan</td>
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<td>8.</td>
<td>1984</td>
<td>Hanumantha Rao Committee</td>
<td>Decentralisation of Functions, powers, finances; setting up of district planning bodies and district planning cells</td>
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<td>9.</td>
<td>1985</td>
<td>GVK Rao Committee</td>
<td>Administrative arrangements for rural development; district panchayat to manage all development programmes</td>
</tr>
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*Source: Report of the Expert Group; Planning at the Grassroots Level: An Action*
Programme for the 11th Five Year Plan

One has to understand why decentralised planning is brought to practice constitutionally. What are all the merits we find in decentralised planning have to be explained. Before coming to the merits of decentralised planning we have to understand the demerits of the centralized planning. Though ‘decentralised planning’ as a concept is in discussion from the dawn of independence, we practice in India is centralized planning.

In the centralized planning process macro targets for socio-economic development had been fixed periodically and strategies and programmes had been evolved and implemented and yet unmet needs are increased, inequality increased, regional imbalance has grown, gap between the people and governance is increased and peoples kill and knowledge are not utilized properly and profitably. To overcome all those problems decentralisation is through off. One has to understand the advantages and merits of decentralised planning.

1.2.3 Institutional involvement in Decentralized Planning

In this context in India 73rd and 74th Amendments to the Constitution were passed and provided opportunity for the people to participate in the process of preparing micro plan from the villages to the District level. The institutions at the grassroots are created with a provision to include women and the other deprived sections. Thus the plan has to be prepared from the lowest unit of governance to highest level. It is explained through an organ gram below:

**Governance Units involved in Planning**

- National Planning Commission
- State Planning Commission/Boards
- District Planning Committee
- District Panchayats
- Municipal Corporations
- Block Panchayats
- Municipality
- Gram Panchayats
- Town Panchayats
1.2.4 Merits of Decentralised Planning

Decentralized planning enjoys strategic advantages over that of centralized planning. According to Rondinelli (1983) true decentralization could reduce bureaucratic red-tape, reduce delays, overcome administrations indifferences towards their clientele; improve quality of service, act as effective channels of communication between national government and local communities, promote greater participation of people in planning and decisionmaking. Some of the merits of decentralized planning are discussed below:

1) Spatial level specific requirements and needs of the people will be met through the decentralised planning;
2) Efficiently resources will be utilized and wastages could be reduced and thereby the gap between the supply and demand can be narrowed down;
3) Greater sustainability can be achieved through the decentralised planning;
4) Decentralised planning is cost effective as solutions are found out locally with the involvement of the stakeholders;
5) Elite capture of the programmes will be eliminated;
6) Corruption in Rural Development and Poverty Alleviation programmes can be reduced;
7) Poor can emerge from livelihood to achieve economic development;
8) Poor can build vision for their development;
9) Resources and skills available locally will be utilized profitably for the advantage of the stakeholders;
10) Natural resources will be protected preserved and nurtured;
11) People capacity will be enhanced;
12) Possibility for matching the needs of the people and schemes of the governments;
13) People’s felt need will be met;
14) It will bridge the gap between people and bureaucracy and thereby government is brought closer to the people;
15) Regional imbalance will be reduced;
16) People’s talents will emerge and they will be utilized for community development;
17) Productivity will be increased;
18) Development will be made people centric;
19) Greater mobilization of resources internally;
20) Partnership will be achieved between the people and development agencies.

All the above are the advantages and merits of the decentralized planning. They are drawn from the limited experience of decentralized planning prepared in different places. From the above one could visualize the potentials of decentralized planning. But to realize the potentials of decentralized planning lot of efforts are needed from the state governments and local bodies and more particularly the civil society. It could be possible when movement is built up from below for
mobilizing the people for participation in the development process. According to Narayana (2000), the success of decentralized planning depends on following factors: (i) the degrees of willingness of political leaders and bureaucracies to support decentralization and transfer responsibilities; (ii) degree of dominant behavior, attitudes and culture conducive to decentralized decision making and administration mechanism; (iii) proper designing of policies and programmes; and (iv) adequacies of financial, human and physical resources.

After reading and understanding the concept of decentralized planning, now attempt the question given in check your progress-1.

Check Your Progress 1

Note: a) Write your answer in about 50 words

b) Check your answer with possible answers given at the end of the unit

1) Evaluate the merits of decentralised planning

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1.3 PRINCIPLES OF DECENTRALIZED PLANNING

There are certain principles which are imperative for the success of decentralized planning. They are: a, principle of functional clarity; b, principle of financial availability and autonomy; c, principle of decentralized administration; d, principle of public participation; and e, principle of integration.

1.3.1 Principle of Functional Clarity

Decentralised planning would be effective only when all the institutions and organizations involved in planning process are clear about their roles and responsibilities. Planning process involves multiplicity of institutions and they are to work with each other and enable each other. It is possible in the government sector only when adequate clarity is given to the role every institution has to play. It not only involves government but also civil society and other agencies. Having trained in narrow specialization and compartmentalization bringing synergy among the institutions is not so easy. There should not be any conflict or overlapping among the institutions and organizations and they should be mutually helpful and harmonious. Precision and clarity are needed for all involved in the preparation of plan.

1.3.2 Principle of Financial Availability and Autonomy

Institutions which are having earmarked responsibilities should have adequate resources and autonomy to spend the resources to discharge their responsibilities. Activities which are earmarked as per the plan document to the units should
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have financial autonomy to spend the resources on earmarked activities. At every level untied funds and autonomy to spend the money are imperative for the preparation of implementation of decentralised and participatory planning.

1.3.3 Principle of Decentralised Administration

To perform the decentralized function, adequate administrative powers have to be devolved to achieve efficiency. Many of the occasions even for a small scheme to be implemented at a lower level all nightly gritty will be worked out at the point where the schemes are evolved and resources are allocated. When the conditions are different at the ground, they could not implement properly and as a result one will find wastage of money and another is corruption. Hence no rules can be laid down at the higher level for operation at a lower level. Rules can be evolved at the appropriate level for operation of project and activities. In such a way administrative flexibility should be given to different units of governance.

1.3.4 Principle of Public Participation

For achieving success and efficiency in decentralised planning public participation is an imperative. Even this public participation has to be achieved through the process of empowerment as the marginalized and deprived sections could be involved in decision making. The public participation should not be a mobilized participation but an empowerment participation. Normally in the mobilized participation the participation will raise voice. But it is not their voice. It is a voice of somebody who mobilized them. In empowered participation, the individuals at their will participate and reflect their voice. Problems of the poor, excluded and marginalized could be reflected only through empowered participation.

1.3.5 Principle of Integration

Hallmark of decentralised planning lies in integrating and harmonizing the plan documents of different sectors and units at all levels. It requires appropriate framework and skill to integrate the plans from the lowest level. To make the plan document operation able only through the process of harmonizing and synthesizing the plan documents. Village level plans are integrated at the blocks and block plans are to be integrated with District plans. While integrating plans of different units both urban and rural sectoral plans of different units will be harmonized with district plan.

After reading and understanding the principles of decentralized planning, now attempt the question given in check your progress-2.

Check Your Progress 2

Note: a) Write your answer in about 50 words

b) Check your answer with possible answers given at the end of the unit

1) Explain the basic principles of decentralised planning

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1.4 MEANING OF POPULAR PARTICIPATION

The whole exercise of decentralised planning has to be done only through the participation of people and more particularly the poor. Here it is necessary to understand the meaning of popular participation. Popular participation in the development process first noticed in the developed societies as they had high literacy rate, increased democratic institutions from the top to bottom and the increased spread of communication. Popularly it has been described that modern societies are participatory and traditional societies are non participatory. Because it was a well established truth and fact that in the developed countries more number of people involved in decision making process whereas in the developing countries only elites involved in decision making process. But the concept and practice have been changed in the Third World Countries after 1990’s. The concept ‘Popular Participation’ gained currency in the academic circle and literature towards the end of 1960s and 1970s. It is in response to a dominant top-down, blue print development paradigm, arguments emerged for the importance of a development process which began with the needs and knowledge of the people themselves. The seed for the new thinking on participation was sown by Paulo Freire through the book ‘Pedagogy of the oppressed” projecting an argument that development process is not a gift received from outside but is a process of transformation gained through critical reflection and action by the people themselves. Paulau’s approach was picked up and shared by not only development activists, new generation academics but also the national leaders. They argued that knowledge and skill of the people have to be used for the development of the community. The demand for popular participation was strengthened by popular movements in the south. Thus popular participation was seen as a process through which those who had been excluded from the decision making process affecting their lives asserted their demands for inclusion. It is defined as ‘the organized efforts to increase control over resources and regulatory institutions on the part of groups and movements hitherto excluded from such control.

The above definition and explanation are about challenging the existing order in decision making power. But in the 1980’s arguments had been slowly changed in the development discourse and practice and popular participation was considered as a form of involvement by the beneficiaries who could help large development actors better achieve their goals. The conventional argument for participation is that with the active participation of the beneficiaries or stakeholders projects would be better targeted and made more appropriate to needs of the local population, ownership would be built, resource contributed, and programmes would become more sustainable over time. Though space is created for peoples knowledge and involvement in development planning and implementation, this beneficiary approach still maintained.

During the 1990s with the mainstreaming of participation in large scale development programmes terms like the ‘excluded’ or ‘beneficiary’ began to give way in mainstream development discourse to use neutral terms as ‘stakeholders’. Thus the World Bank has defined the concept participation is a process through which stakeholders influence and share control over development initiatives and the decisions and resources which affect them. Subsequently the same concept ‘Participation’ is being perceived deliberately not as an opportunity to be beneficiaries but as a right of the citizens. A renewed emphasis has been
added to include the so far marginalized groups in the process of development and governance. Many aid agencies have made it clear that it is enabling people to realize their rights to participate in, and access information relating to, the decision making processes which affect their lives. But it has some pre-requisites. They are:

a) the presence of democratic institutions which have got the representation for the poor;
b) the institutions should have the inclusive character based on values of equality and non-discrimination
c) the institutions should have accountability mechanism to ensure and promote rights.

In the same line of argument UNDP report in the year 2000 argues that the fulfillment of human rights requires democracy that is inclusive in character and nature. When the participation is conceived as a right, the argument moves from rights of beneficiaries and rights of stakeholders to rights of citizens. It is more of political ideas stems from the argument that citizens have not only rights they have responsibilities also. Participation of poor and marginalized as citizen has several problems and challenges in the societies where inequality and discriminations, and patriarchy are high.

1.4.1 Advantages of Participatory Plans

1) Participatory planning gives ownership to the stakeholders and hence the project or development initiative is taken off the ground immediately.

2) It provides the needed exact information about the problems and issues from the stakeholders with the active participation of them, for the planners.

3) It makes the stakeholders to accept the change willingly to transform themselves and transform the community and society at large.

4) It reduces the cost as it uses local manpower with local skill and local knowledge and most often unused resources. Hence it is cost effective.

5) It reduces the time also as the stakeholders involve consciously in the whole exercise of development programme and completion of the programme and project will be quick. Because stakeholders are interested in seeing the results and implications.

6) It increases efficiency and effectiveness. Because the stakeholders have the perception that they are going to get benefits out of the programme, people want to maximize the benefits and hence they want to maximize the efficiency.

7) It envisages a self mentioning mechanism which reduces the cost. Stakeholders are getting benefits and hence monitoring is integral and continuous. It is the most efficient way of monitoring the progress and process of the project.

8) It not only achieves the target outcome but also educates the people. Thus participatory planning is an educative process. It contributes to human resource development.
1.5 GOALS OF DECENTRALIZED PLANNING

Decentralised participatory planning has got some fundamentals and they are popularly called as goals. The goals are the referral points and lens to look at the whole process of decentralised participatory micro plans in the backdrop. They are; a. economic development b. social justice, c. welfare d. environmental protection e. coordination f. peoples involvement.

1.5.1 Economic Development

The plan should be developed in such a way that it has to achieve economic development by increasing the production in agriculture, land reforms, small irrigation system, animal husbandry, dairy and poultry and fisheries. Economic development is the key in this process. To achieve economic development, the whole process should rely on peoples knowledge, skill and integrated use of appropriate technologies.

1.5.2 Social Justice

The benefits of economic development should reach the various categories of the community, particularly, it should reach the poor and the socially weaker and marginalized sections. Further, the plans should facilitate increased income by providing employment opportunities to the socially disadvantaged and the marginalized. At every level components for women and Dalits could be integrated into the plan or sub-plans could be created for Dalits and women.

1.5.3 Welfare

The plan should incorporate schemes for providing infrastructural facilities like road, water supply, housing, street lights, waste disposal, and also social welfare schemes like education, welfare of women, children and cultural activities. In the neo liberal framework, state moves away from the basic welfare activities and hence in order to overcome that deficiency, welfare activities should be made integral of the decentralised plan.

1.5.4 Environmental Protection

The plans should have the component to protect nature and environment. It should not cause damage to the eco-system, flora and fauna. It should have devices to manage natural resources. It should aim for creating green, clean and thus eco-friendly villages.

1.5.5 Coordination

The plan should ensure the total development and growth of the entire unit by incorporating all the development plans of the concerned area, plans of the respective departments, schemes for individual benefits, schemes that are implemented by the government departments, schemes that are implemented by banks, NGOs and other development agencies.

1.5.6 People’s Involvement

The plan should be on the basis of collection of data, confirmation of the same, assessing the needs, evolving activities and prioritizing the same with the active involvement of the citizens. At every level people have to be involved and people
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should own the plan. For this purpose people have to be mobilized and more particularly the poor and other marginalized sections. When they are mobilized for participation, it should reflect opinion and voice of the poor and not the voice of others. Hence mobilization of people should on empowerment mode and not as beneficiaries. This process of mobilization is different from that of political mobilization. Often political mobilization reflects the voice of the mobilizers not the mobilized.

1.6 ACTIONS AND WAYS NEEDED FOR DECENTRALISED PLANNING

Following are the imperative activities needed to initiate vibrant decentralised planning:

a) There should be an organic linkage among the three layers of planning units namely District Planning Committee, State Planning Commission and Central Planning Commission.

b) Planning units must be created at different levels of governance down below the District and District Planning Committee is only the integrating and consolidating unit.

c) Data generation mechanism, data updation and data validation process have to be done at all levels up to the level of the District Administration.

d) Capacity Building for the Elected Representatives and the officials involved in planning has to be conducted periodically.

e) Enabling information flow from the lowest unit to the highest unit of planning and vise versa has to be done.

f) Planning machinery has to be created at every level where planning executive is done.

g) Decentralised planning module has to be prepared and it is to be followed at every level.

1.7 WAYS OF PRACTISING DECENTRALISED PLANNING

For effective decentralised participatory planning civil society organizations, retired government officials and academic institutions can support the Gram Panchayats and other layers of local governance for the preparation of participatory micro plan in the following ways:

- To generate data from the field
- To conduct PRA exercise for prioritizing the activities based on the needs of the people.
- To draft the plan document
- To organize development seminar at the grassroots level
- To Mobilise people for participation in plan preparation
- To train Local Body Leaders and Functionaries in Decentralised plan preparation
• To implement the plan activities
• To monitor the implementation of the planned activities
• To evaluate the plan activities through social audit.

1.8 LET US SUM UP

In this unit we have discussed the meaning and importance of the concepts ‘decentralised planning’ and ‘popular participation’ in the new concept of globalisation of economy and decentralisation of powers. What are the principles, goals and merits of decentralised planning, have also been seen in this unit. So also the importance and advantages of participatory planning have been discussed. We have seen totally the general background and principles of decentralised participatory planning.

1.9 KEYWORDS

Decentralisation: Decentralisation refers to transfer of authority to plan, make decision and manage public functions from the national level to any organization or agency at the sub-national level. This would mean assigning both powers and responsibilities for activities.

Decentralised Planning: It is a strategy to prepare perspective development plan with an objective of meeting the felt needs of all sections and all regions of a country with vast variations in terms of socio economic conditions and wider cultural diversity.

Participation: Participation is a process through which stakeholders influence and share control over development initiatives decisions and resources which affect them.

Participatory Decentralised Planning: It is a process of involving stakeholders in the preparation, design, implementation and evaluation of the plan inclusive of programmes and battery of schemes. The initiatives start from below and they are integrated with National plan.

1.10 REFERENCES AND SUGGESTED READINGS


### 1.11 CHECK YOUR PROGRESS - POSSIBLE ANSWERS

**Check Your Progress 1**

1) Evaluate the merits of decentralised planning

Ans. Some of the merits of decentralized planning are discussed below:

21. Spatial level specific requirements and needs of the people will be met through the decentralised planning;

22. Efficiently resources will be utilized and wastages could be reduced and thereby the gap between the supply and demand can be narrowed down;

23. Greater sustainability can be achieved through the decentralised planning;

24. Decentralised planning is cost effective as solutions are found out locally with the involvement of the stakeholders;

25. Elite capture of the programmes will be eliminated;

26. Corruption in Rural Development and Poverty Alleviation programmes can be reduced;

27. Poor can emerge from livelihood to achieve economic development;

28. Poor can build vision for their development;

29. Resources and skills available locally will be utilized profitably for the advantage of the stakeholders;

30. Natural resources will be protected preserved and nurtured;

31. People capacity will be enhanced;

32. Possibility for matching the needs of the people and schemes of the governments;

33. People’s felt need will be met;

34. It will bridge the gap between people and bureaucracy and thereby government is brought closer to the people;
35. Regional imbalance will be reduced;
36. People’s talents will emerge and they will be utilized for community development;
37. Productivity will be increased;
38. Development will be made people centric;
39. Greater mobilization of resources internally;
40. Partnership will be achieved between the people and development agencies.

Check Your Progress 2

1) Explain the basic principles of decentralised planning

Ans. Some of the basic principles are outlined below:

1) Principle of Functional Clarity
2) Principle of Financial Availability and Autonomy
3) Principle of Decentralised Administration
4) Principle of Public Participation
5) Principle of integration