

# Development Administration

COURSE CODE: M23PA04DC

Postgraduate Programme in Public Administration

Discipline Core Course

Self Learning Material



## SREENARAYANAGURU OPEN UNIVERSITY

The State University for Education, Training and Research in Blended Format, Kerala





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## Pathway

Access and Quality define Equity.

# **Development Administration**

Course Code: M23PA04DC

Semester - I

**Discipline Core Course**  
**Postgraduate Programme in Public Administration**  
**Self Learning Material**  
**(With Model Question Paper Sets)**



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OPEN UNIVERSITY

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OPEN UNIVERSITY

**M23PA04DC**  
**Development Administration**  
**Semester - 1**  
**Discipline Core Course**  
**MA Public Administration**

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# MESSAGE FROM VICE CHANCELLOR

Dear learner,

I extend my heartfelt greetings and profound enthusiasm as I warmly welcome you to Sreenarayanaguru Open University. Established in September 2020 as a state-led endeavour to promote higher education through open and distance learning modes, our institution was shaped by the guiding principle that access and quality are the cornerstones of equity. We have firmly resolved to uphold the highest standards of education, setting the benchmark and charting the course.

The courses offered by the Sreenarayanaguru Open University aim to strike a quality balance, ensuring students are equipped for both personal growth and professional excellence. The University embraces the widely acclaimed "blended format," a practical framework that harmoniously integrates Self-Learning Materials, Classroom Counseling, and Virtual modes, fostering a dynamic and enriching experience for both learners and instructors.

The university aims to offer you an engaging and thought-provoking educational journey. The MA programme in Public Administration provides an in-depth understanding of modern governance challenges and solutions. It integrates cutting-edge theory with real-world applications, emphasizing innovative approaches to public service delivery. The curriculum spans strategic planning, policy analysis, public sector economics, and governance-related spheres. Through these, learners cultivate advanced problem-solving and decision-making skills. This programme also equips future leaders to drive positive change in public institutions, NGOs, and international bodies. The Self-Learning Material has been meticulously crafted, incorporating relevant examples to facilitate better comprehension.

Rest assured, the university's student support services will be at your disposal throughout your academic journey, readily available to address any concerns or grievances you may encounter. We encourage you to reach out to us freely regarding any matter about your academic programme. It is our sincere wish that you achieve the utmost success.



Regards,  
Dr. Jagathy Raj V. P.

01-10-2024

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# **BLOCK 1**

## **Development Administration**

# UNIT 1

## Understanding Development Administration

### Learning Outcomes

Upon the completion of this unit, the learner will be able to:

- ▶ define the meaning, nature and scope of Development Administration
- ▶ develop awareness about the importance and features of development administration
- ▶ analyse the difference between traditional administration and Development Administration

### Background

Development has become a central concern for societies worldwide, as it shapes the way we live, work, and interact. In today's world, where inequality, poverty, and environmental degradation are growing challenges, development administration plays a crucial role in ensuring that policies and programmes aimed at improving the quality of life are efficiently implemented. For instance, when a village gains access to clean drinking water or a city expands its public healthcare system, development administration is at work, coordinating the resources and efforts of governments, NGOs, and citizens. This system enables the translation of grand ideas of progress into everyday realities, guiding communities through the complex processes of economic growth, social justice, and sustainable change.

The increasing relevance of development administration on a global scale is also tied to the rapid pace of technological advancement and global interdependence. As countries face diverse challenges—be it in managing climate change, promoting education, or fostering innovation—development administration acts as the backbone that facilitates change. Consider the role of the government during the COVID-19 pandemic: from administering vaccines to providing financial aid, development administration was the engine driving these efforts. Unlike traditional administration, which focused more on maintenance and routine governance, development administration seeks transformation, fostering an environment where progress is deliberate and inclusive.



## Keywords

Development, Goal-oriented, Innovation, Nation-building

## Discussion

### 1.1.1 Development Administration

#### ► Emergence of Independent States

The term "development" gained prominence after World War II to describe the economic and social transformations taking place across Africa, Asia, Latin America, and south-eastern Europe. It wasn't until the late 1940s and 1950s, as colonialism collapsed and newly independent states emerged, that the vision for development began to solidify in these sovereign nations. This period marked a turning point for less developed countries, as they transitioned from reliance on colonial powers to a focus on their own paths of growth. In 1949, President Harry Truman declared the start of "the era of development," committing the United States to share its scientific and industrial advancements with underdeveloped regions. The first UN Development Decade (1961-1970) was launched with the goal of accelerating progress toward self-sustaining growth and significantly boosting the growth rates of developing countries.

### 1.1.2 Meaning and Definition of Development Administration

#### ► Action-oriented nature

Development Administration represents a paradigm shift within the broader field of Public Administration. Departing from the traditional way of Public Administration, it aims for a more purposive and transformative agenda. At its core, it is the specialised domain that focuses on executing policies and programmes designed explicitly for socio-economic development. Unlike traditional administrative roles that often prioritise routine bureaucratic tasks, Development Administration is distinguished by its action-oriented nature and commitment to achieving positive changes in society. The term was coined by U.L. Goswami, an Indian scholar in 1955, and it was later popularised by scholars such as Fred W. Riggs, Edward W. Weidner, Irving Swerdlow, Joseph Palombara, and Albert Waterston.



Scholars of development administration have defined it in different ways. For example, Edward Weidner defines development-administration as

"The process of guiding an organisation towards the achievement of progressive, political, economic, and social objectives that are authoritatively determined in one manner or another."

► Definitions of Development Administration

Another scholar, John Montgomery has defined it as "carrying out planned change in the economy (in agriculture or industry, or capital infrastructure supporting either of those), and, to a lesser extent, in the social services of the state (especially, education and public health)."

According to F.W. Riggs, development Administration is "organised efforts to carry out programmes or projects thought by those involved to serve developmental objectives"

Mohit Bhattacharya considers "Development-administration as an administrative ideology of developing countries".

► Focus on change and growth

Several prominent scholars, including Fred Riggs, Edward Widner, Farrel Heady, John Montgomery, J. Esman, and Lucian Pye, have significantly contributed to articulating the concept and exploring its implications. Their contribution mainly stems from the comparative studies of administration in developing countries in Asia and Latin America. Development-administration typically involves establishing mechanisms for planning economic growth, mobilising resources, and allocating them to expand national income. Therefore, development-administration is perceived as a phenomenon that characterises change and growth.

### 1.1.2.1 Two Facets of Development Administration

The scholars of development-administration have used it in two senses. First the administration of development and second, development of administration. For example, according to Harry J. Friedman, development administration involves two key aspects: first, the execution of programmes designed to bring about modernity, encompassing socio-economic progress and nation-building; and second, changes within the administrative system to enhance its capacity for implementing these programs. Similarly, George F. Gants observes that



► Aspects of  
Development  
Administration

development administration is "that aspect of Public Administration in which focus of attention is on organising administering public agencies in such a way as to stimulate and facilitate defined programmes of social and economic progress. It has the purpose of making change attractive and possible." We can derive two aspects of development administration from these perspectives. Firstly, it underlines the potentiality of the bureaucratic system to utilise optimum skills and talents for the purpose of socio-economic development. Secondly, it also means the mobilisation of administrative skills for speeding up the administrative process. Now let us understand both concepts separately.

### 1.1.2.1.1 Administration of Development

► Achieving  
socio-economic  
development

Administration of development means to make the administrative wing the champions of development. In other words, the state plays a crucial role in fostering development through its administrative system. To effectively fulfil this role, it necessitates a unique form of support from the administration. This support requires a specialised understanding of issues in developing countries, which should be evident at various operational levels. Officials need to make diverse decisions, adopt different policies, and engage in a range of activities to justify the diverse aspects of development administration. Development administration is essentially described as an active and operational component of government administration. It focuses on action and positions the administration at the core to facilitate the achievement of development objectives.

► Executing planned  
change

Development administration focuses on addressing the needs and wants of the people. It involves the creation and execution of plans, programmes, policies, and projects. Its central role lies in executing planned changes, encompassing planning, coordination, control, monitoring, and evaluation of these initiatives. This field is not only dedicated to implementing policies determined by political representatives in the current context but also to initiating efforts to alter existing conditions for the benefit of the general population.

### 1.1.2.1.2 Development of Administration/Administrative Development

As we already mentioned, development administration aims to strive for efficiency and effectiveness. To achieve this goal,



► Enhancing administrative capabilities

it focuses on enhancing administrative capabilities, as well as implementing structural and behavioural changes. This aspect of administration is commonly referred to as administrative development or the development of administration. In simpler terms, it involves improving the administrative system by introducing administrative rationalisation and building new institutions. The underlying objective of this concept goes beyond altering administrative procedures and channels; it aims to instigate a fundamental shift in administration that results in political development, economic growth, and social change. Hahn-Been Lee suggests that development administration encompasses the management of a government or agency. The primary goal is to enhance its ability to respond and take action in the face of both new and ongoing societal changes, ultimately aiming for sustained growth.

► Cultural shift in administrative practices

The evolution of administration also entails a cultural shift in administrative practices. The colonial administrative culture is ill-suited to the evolving socio-political climate of the developing world. The influence of our British legacy has had a detrimental impact on the administration. Outdated laws, such as the Police Act of 1861, are incapable of guiding us towards a transformative path. The development of administration needs to encompass the establishment of the ability to adapt to new stimuli or changes. It strives for both qualitative and quantitative enhancements in administration, emphasising effective management of affairs. Additionally, the term implies incorporating technological changes into administration to facilitate the adoption of new methods or techniques. Consequently, administrative development focuses on promoting adaptability, autonomy, and coherence within the administration.

► Administrative reforms

Gerald Caiden emphasises the significance of administrative development within development administration: "Administrative reform is a crucial element of development in any country, regardless of the speed and direction of change. The importance of administrative capacity grows when implementing new policies, plans, and ideas. Enhancements in administrative capacity may involve addressing environmental obstacles and considering structural alternatives in both traditional and innovative bureaucratically organised institutions. This process also requires changing individual and group attitudes and performance." The behaviour patterns of bureaucrats are as pivotal to development administration as the institutions and structures themselves. The objective of



administrative development is to eliminate the administrative delays that significantly hinder governments in planning and executing coordinated programmes of economic and social reforms.

► Interconnected concepts

In reality, the administration of development and the development of administration are interconnected concepts, mutually dependent on each other. The importance of both cannot be overstated. Effective achievement of development goals necessitates proper resource assessment, meticulous plan formulation, thorough evaluation and implementation, active involvement of the people, emphasis on technological change, and fostering self-reliance. Simultaneously, a developed bureaucracy, administrative integrity, initiative, innovativeness, delegation of powers, and decentralised decision-making are equally crucial. Administrative development cannot occur without concurrent administrative change and reform. Both concepts complement each other, with development of administration being essential for the administration of development. According to F. Riggs, 'development administration' and 'administrative development' share a mutually dependent relationship, akin to a chicken and egg scenario, where the superiority of one concept over the other cannot be definitively established.

► Action-driven process

Development administration primarily focuses on designing and administering development programmes that align with developmental objectives. It is an administration oriented towards accomplishing specific and well-defined objectives expressed in operational terms. Consequently, development administration is described as an action-driven process motivated by and directed towards achieving predetermined goals. Development administration differs from traditional administration on various fronts. Important features are as follows:

► Proactive agents of change

**Dynamic and Goal-Oriented Nature:** Development administration is characterised by a continuous adaptation to the evolving challenges and innovations. Administrators, instead of considering themselves merely servants to the established processes should feel that they are proactive agents of change. The primary goal of administrators becomes setting and pursuing development goals, whether they involve poverty alleviation, infrastructure enhancement, or social welfare

improvements. This goal-oriented nature leads administrators to innovative strategies and embrace flexibility in their approaches.

► Transcends traditional limits

**Beyond Routine:** While traditional public administration is characterised by maintaining routine government functions, development administration transcends these limitations. It focuses on planning and implementing developmental projects. This often involves navigating complex socio-economic issues, collaborating with diverse stakeholders, and crafting solutions that extend beyond the confines of routine bureaucracy.

• Constant revaluation

**Development as a Continuous Process:** Development administration considers development not as a one-time event but a continuous, sustained process. Public servants recognise that societal needs evolve, and thus, their strategies must adapt to effectively address emerging challenges. This necessitates a constant revaluation of policies, programmes, and administrative approaches to ensure relevance and efficacy in the ever-changing sphere of development.

► Holistic approach

**Interdisciplinary Approach:** Development administration relies on an interdisciplinary approach. Recognising the multifaceted nature of development, the scholars in the field draw insights from various disciplines such as economics, sociology, and environmental science. This integrative perspective allows for a holistic understanding of the complexities involved in sustainable development and facilitates the creation of comprehensive, well-informed policies.

► Strategies to mitigate challenges

**Proactive Problem Solving:** Development administration also aims at problem-solving. It postulates that the administrators are not content with merely reacting to issues as they arise. Instead, they actively anticipate challenges, identify potential hindrance to development, and formulate strategies to mitigate or overcome them. This forward-thinking approach is fundamental to the success of development initiatives.

## 1.1.4 Features of Development Administration

The main features of development administration are as follows:

### 1.1.4.1 Goal Orientation

At the core of development administration is an unwavering

#### ► Outcome-oriented

commitment to achieving developmental goals. Unlike traditional administrative functions, which may be process-oriented or focused on maintaining the status quo, development administration gives prominence to outcomes. Administrators in this field actively work towards specific objectives, be it the reduction of poverty, the enhancement of infrastructure, or the improvement of social welfare. The goal orientation of development administration also reflects a holistic perspective on development. It acknowledges that progress involves more than just economic growth; it encompasses improvements in social indicators such as health and education, environmental sustainability, and overall quality of life. Therefore, it considers diverse factors that contribute to comprehensive development.

### 1.1.4.2 Innovation and Adaptability

#### ► Culture of innovation

The dynamic nature of development challenges necessitates a continuous commitment to change and innovation. Administrators recognise that solutions effective yesterday may not suffice today. The field encourages a culture of innovation, urging administrators to explore new ideas, technologies, and methodologies. This adaptive mindset ensures that development strategies remain relevant and responsive to the ever-evolving complexities of societal needs. Development administration also promotes innovation in decision-making processes. Administrators are expected to be responsive to changing circumstances, promptly adjusting their strategies in the face of emerging issues. This helps for timely and effective interventions during emergencies. This leverages technological advancements. Whether it's adopting digital solutions for efficient governance or utilising data analytics for evidence-based policy formulation, administrators in this field embrace technology as a tool to enhance the effectiveness and efficiency of development initiatives.

### 1.1.4.3 Multi-disciplinary Approach

#### ► Interconnectedness with other disciplines

Developmental challenges are multifaceted, requiring insights from various disciplines. A distinguishing feature of development administration is its commitment to a multi-disciplinary approach. Therefore, it encourages the administrators to draw on the knowledge and methodologies from fields such as economics, sociology, environmental science and public health. This inclusive perspective also underlines that successful development policies cannot be crafted in isolation but must consider the interconnectedness of social, economic, and environmental factors.





► Comprehensive development policies

The multi-disciplinary approach also enables administrators to formulate comprehensive development policies. Instead of relying solely on a single aspect, it helps to integrate diverse perspectives to address the complexities of real-world challenges. This comprehensive policymaking leads to more positive and sustainable outcomes. Similarly, the multi-disciplinary approach contributes to a more holistic understanding of the root causes and potential solutions to development issues. This informed decision-making is essential for creating policies that not only address immediate concerns but also contribute to long-term, systemic improvements.

### 1.1.5 Scope and Importance of Development Administration

► Underdeveloped countries

Development administration is significant especially in the context of underdeveloped countries. Its importance lies in its urge for rapid socio-economic advancement within a structured framework. Past experiences from developing countries demonstrate that public administration plays a pivotal role in both economic and social progress. It not only influences the outcomes of development plans but is also subject to intentional societal influence and evolution. Inefficient administration in numerous developing countries is now recognised as a significant hindrance to development, potentially outweighing the challenges posed by insufficient capital or foreign assistance. Herbert Emmerich, one of the experts in development administration, suggests that around 80 percent of global plans fail due to administrative shortcomings. Echoing a similar sentiment, Donald Stone, an esteemed expert in the field, asserts that administrative hurdles, rather than economic factors, are primarily responsible for impeding development. Many countries often lack the administrative capacity necessary for executing plans and programmes effectively.

Two contrasting perspectives on the scope of development administration exist, delineated by different schools of thought:

#### 1.1.5.1. Narrow View of Development

► Programme-oriented approach

This perspective, as outlined by Fainsod and John Montgomery, adopts a programme-oriented approach. Fainsod asserts that development administration serves as a vehicle for innovative values, encompassing new functions taken on by developing nations pursuing modernisation and industrialisation. It typically involves establishing mechanisms

for planning, economic growth, and the mobilisation and allocation of resources to enhance national income. John Montgomery defines development administration as the execution of planned changes in the economy, agriculture, industry, capital infrastructure, and to a lesser extent, in the social services of the state, particularly education and public health.

### 1.1.5.2. Broader View of Development

#### ► Action oriented approach

This viewpoint, represented by Lucian Pye, Fred Riggs, and Edward Weidner, follows an action-oriented approach. Edward Weidner emphasises that development administration is directly concerned with goal-oriented efforts and prioritises nation-building and socio-economic progress. Fred Riggs characterises development administration as addressing both administrative problems and governmental reform, particularly those related to agricultural, industrial, educational progress.

#### ► Modernisation and industrialisation

Taking a functional approach, scholar Merla Fair Soul elucidates the concept of development administration. This administration encompasses the new array of functions undertaken by developing countries on the path to modernisation and industrialisation. It involves establishing apparatus for planning economic growth and mobilising and distributing resources to boost national income. Thus, the crucial dimensions of development administration include modernisation, industrialisation, and institution-building for planned economic growth and development.

#### ► Two fundamental aspects

The notion of development has two fundamental aspects. First, it examines the process by which a public administration system guides socio-economic and political change in the social order, measuring the growth in administrative capabilities. Second, it studies the fluctuations within the administrative system, functioning as a mechanism for national development. The former is associated with the administration of development, while the latter pertains to administrative development.

### 1.1.6 Development Administration vs Traditional Administration

Numerous scholars, including George Gant and Ferrel Heady, have attempted to define development administration in contrast to traditional administration. They articulate that these two forms of administration diverge in terms of purpose, structure,

► Increased diversification and specialisation

organisation, attitudes, behaviour, capabilities, techniques, and methods. This viewpoint is implicitly captured in John Gunnel's statement: "The evolving landscape of development necessitates increased diversification and specialisation of knowledge and skills, along with a high level of managerial proficiency for integrative coordination. To accelerate the pace of development, there is an additional requirement for a new generation of administrators possessing superior calibre, vision, a commitment to achieving results, and the ability to take risks and introduce innovations. This entails a heightened sensitivity to the welfare of the impoverished sections and a greater responsiveness to the political process." Consequently, development administration must exhibit distinct features and be guided by different requirements compared to traditional, law and order, or general administration.

We can summarise the main differences between traditional and development administrations as given below;

Aspect	Traditional Administration	Development Administration
Focus	Law and order	Developmental matters
Approach to Change	Status-quo, conservative	Emphasises change, innovation, and movement
Scope	Narrow, focused on maintaining status quo	Broad, multifaceted, encompassing socio-economic development
Adherence to Rules	Strict adherence to rules and procedures	Flexibility, prioritises outcomes over rigid adherence to processes
Role of People	People are passive beneficiaries	People are active participants and targets of development
Administrative Approach	Centralised	Decentralised, with a focus on local needs
Governance Style	Centralised bureaucratic administration	People-driven local self-government
Innovation and Adaptability	Less emphasis on innovation, rigid	Innovative practices, 'de-bureaucratisation' to introduce flexibility



## Summarized Overview

This unit provides a comprehensive overview of the evolution, meaning, scope, nature, and features of development administration, contrasting it with traditional administration. It begins by tracing the historical context of development, particularly in post-World War II, highlighting the shift towards self-sustaining growth in newly sovereign nations. The unit defines development administration as a transformative agenda within public administration, focusing on socio-economic progress through action-oriented policies and programmes. Various scholars have contributed to defining and articulating development administration, emphasising its role in guiding planned change and addressing the needs of developing countries.

The scope of development administration encompasses both the administration of development and the development of administration, emphasising efficiency, effectiveness, and adaptability. Furthermore, the unit explores the nature of development administration, which is dynamic, goal-oriented, interdisciplinary, and proactive in problem-solving. It delineates key features such as goal orientation, innovation, adaptability, and a multi-disciplinary approach.

Additionally, the unit discusses the scope and importance of development administration, highlighting its significance in driving socio-economic advancement and overcoming administrative obstacles to development. Finally, it compares development administration with traditional administration, emphasising differences in purpose, structure, organisation, attitudes, and approaches to change and innovation. Overall, this unit provides a comprehensive understanding of development administration as a vital tool for fostering progress and addressing the unique challenges faced by developing countries.

## Self-Assessment

1. Identify two facets of development administration.
2. Explain main characteristics of development administration.
3. Compare and contrast between development administration and traditional administration.
4. Discuss scope and importance of development administration



## Assignments

1. Trace the historical evolution of the concept of development administration, highlighting its emergence post-World War II and its significance in the context of newly independent nations.
2. Define development administration and discuss its departure from traditional public administration. Analyse the implications of the definitions given by different scholars in understanding the essence of development administration.
3. Evaluate the two-fold nature of development administration as delineated by scholars like Harry J. Friedman and Gerald Caiden: administration of development and development of administration.
4. Examine the contrasting perspectives on the scope of development administration as presented by Fainsod, John Montgomery, Lucian Pye, Fred Riggs, and Edward Weidner.
5. Differentiate between development administration and traditional administration, highlighting their distinctive features, objectives, and approaches.

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### Space for Learner Engagement for Objective Questions

Learners are encouraged to develop objective questions based on the content in the paragraph as a sign of their comprehension of the content. The Learners may reflect on the recap bullets and relate their understanding with the narrative in order to frame objective questions from the given text. The University expects that 1 - 2 questions are developed for each paragraph. The space given below can be used for listing the questions.







## UNIT 2

# Evolution of Development Administration

### Learning Outcomes

Upon the completion of this unit, the learner will be able to:

- ▶ explain the evolution of Development Administration and its key milestones
- ▶ examine the different conceptual orientations of the discipline over time
- ▶ critically assess the complexities and nuances within the developmental discourse

### Background

Development Administration emerged in the aftermath of the Second World War when many newly decolonised nations across Asia, Africa, and Latin America faced enormous challenges in rebuilding their economies and societies. These countries were grappling with the legacies of colonial rule, including poverty, underdeveloped infrastructure, and weak governance structures. Development Administration emerged as a practical and theoretical response to address these issues, aiming to facilitate rapid socio-economic development in these regions. The field sought to bridge the gap between traditional public administration and the specific developmental needs of these countries, emphasising the importance of government intervention in areas like health, education, agriculture, and infrastructure development. International organisations such as the United Nations and the World Bank played a pivotal role in promoting development administration as a means of fostering growth and stability in these nascent states.

### Keywords

Bureaucracy, Basic Needs, Post-Development



## Discussion

### ► Three phases of evolution

As the very concept of development, the field of development administration is also an evolving concept. Different discourses have emerged after the origin of the concept in the mid 20<sup>th</sup> Century on the nature of development and what it means to be 'developed'. Three major phases have significantly shaped the discourse on development administration: the Bureaucracy-Technocracy era of the 1950s, the Human Development focus of the 1970s and 1980s, and the post-development theory of the 1990s. Each phase represents a distinctive approach to addressing the challenges of development, reflecting shifting ideologies, methodologies, and priorities. Now let us briefly look into these three phases in detail.

### ► Bureaucratization

#### 1.2.1 First Stage: 1950s, 1960s Bureaucracy-Technocracy

In the 1950s and 1960s, it was widely believed that underdevelopment in third world countries could be solved through the bureaucratisation of administrative structures and replication of models of USA and European nations, . We can summarise the features of this period as follows.

### ► Modernization

##### 1.2.1.1 Replicating Western Model

The initial belief was that post-colonial developing nations would follow a path of nation-building guided by bureaucracy, indicating a form of development led by bureaucratic processes. The European and American model of administration was considered as the most efficient and only through replication of their model the third world countries could become developed. The focus of development administration at this stage was modernising the bureaucracy to fit it the Western model of bureaucracy.

### ► Increasing in Gross National Product (GNP)

##### 1.2.1.2 Development in terms of economic growth

In the 1950s and 60s, development administration was closely associated with economic growth. The development theory during this period, influenced by classical economists, emphasised the increase in Gross National Product (GNP) or per capita income. The economic growth model drew from the Keynesian macro-economic approach, leading to developmental thinking that aimed to transform underdeveloped societies marked by ascriptive, particularistic, and functionally



diffused characteristics into modernised societies with an orientation toward achievement, universalism, and functional specificity. Additionally, disciplines such as political science and sociology, which perceived underdeveloped societies as closed and traditional, also played a role in shaping the concept of development administration.

### 1.2.1.3 Reformation in Bureaucracy

#### ► Instrumental Theory of Administration

During the 1950s and early 1960s, the Instrumental Theory of Administration and democratic governance took the centre stage in the development administration model. This theory advocated a normative approach that considered administrative and bureaucratic reforms as essential prerequisites for development. The government played a pivotal role as an instrument in formulating and implementing goals to achieve developmental objectives. The primary focus was on fortifying the bureaucracy through professionalisation and instilling a management orientation. Another key aspect was the endeavour to transform the attitudes and behaviour of bureaucrats to align them with development goals.

### 1.2.1.4 Planned Development

#### ► Planned economy

During this period, developing countries adopted a planned economy. The underlying assumption was that there was a widespread consensus on the nation-building and socio-economic development goals, and effective administration was the key to translating these goals into reality. This approach gave rise to the concept of planned development which put forward the idea that developing countries could attain their targets with the support of bureaucrats equipped with Western administrative technology.

### 1.2.1.5 Financial Aid

#### ► Establishment of training institutions

During this stage, significant financial resources, amounting to millions of dollars, were allocated as aid for public administration during the same period. Emphasis was also placed on training administrators to enhance their capabilities in addressing the intricate challenges of development. Training programmes incorporated techniques such as role-play, the case method, and T-groups. The technical assistance programme underscored the establishment of training institutions in various countries across Asia, Africa, and Latin America, alongside providing training to individuals from these countries in donor countries. The overarching objective was to cultivate a

technically proficient, professionally competent, and politically and ideologically neutral bureaucracy.

The rationale behind this technocratic approach, as articulated by Esman, can be summarised as follows:

► rationale behind  
technocratic  
approach

1. Economic growth and modernisation often exhibit a discernible progression through deterministic stages.

2. The advancement of underdeveloped nations can be facilitated by the transfer of resources and technologies from more advanced countries. The infusion of capital accelerates growth, while technology enhances efficiency, paving the way for modernisation.

3. Decision-making regarding development should rest in the hands of benevolent technocratic planners, safeguarded by enlightened and modernising leaders.

4. Bureaucracy stands as the central and quintessential component of contemporary administration. When adequately trained and equipped with suitable technologies, it can serve as an effective and unwavering tool for modernising elites.

► Comparative  
Administrative  
Group (CAG)

Nevertheless, a disparity existed between the training programmes and the requirements of the recipient nation. The public administration's bureaucracy-technocracy programme faced significant challenges due to its imitative approach to development administration, focusing on the prescribed development of administrative capabilities. Criticism was directed at the technical assistance approach to development administration, arguing that it prioritised structural changes over attitudinal shifts. In response to challenges posed by early development theorists like Gullick and Taylor, the American Society for Public Administration established the Comparative Administrative Group (CAG) in 1961, led by Fred. W. Riggs. The CAG addressed problem areas through research and received financial support from the Ford Foundation for seminars and monograph publications. The group concentrated on analysing the relationships between administrative systems and their socio-political, economic, and cultural contexts. Recognising the limitations of traditional/classical administration concepts in third-world societies, the CAG deemed them inflexible and unsuitable for explaining cross-cultural situations or prescribing norms for diverse administrative behaviours. Conventional organisational theory suggestions were seen as

apt for "maintenance needs" but inadequate for "development needs."

### **Comparative Administrative Group(CAG)**

The Comparative Public Administration Group (CAG) was established in 1963 as a committee of the American Society for Public Administration. It was funded by the Ford Foundation from its inception until 1970. Fred W. Riggs, a key figure in the comparative administration field, served as the chairman throughout this period. Under Riggs' leadership, the CAG held several seminars focused on both theoretical and applied aspects of comparative administrative systems. During its active years, the group published over a hundred monographs and numerous anthologies, making significant contributions to the study of comparative public administration.

CAG's activities expanded globally, with sponsored research studies conducted in countries across Asia, Europe, Latin America, and Africa. One of its notable achievements was the launch of the 'Journal of Comparative Administration' through SAGE publishers, which was later renamed 'Administration and Society'—a journal that continues to be influential today. Among the pioneering scholars in this movement were Ralph Braibanti, Milton Esman, Ferrel Heady, John Montgomery, William Siffin, Dwight Waldo, and, of course, Fred Riggs. The group's efforts brought global attention to the study of administrative systems in diverse contexts.

Despite its significant accomplishments, the CAG's momentum slowed after the Ford Foundation withdrew its funding in 1970, leading to the group's eventual disbandment. However, in 1973, Riggs and other scholars founded the Section on International and Comparative Administration (SICA) within the American Society for Public Administration. SICA continues to promote the study and research of comparative public administration, bringing together practitioners and academics with an interest in global administrative systems. SICA also established the Fred W. Riggs Award for outstanding contributions in the field and continues CAG's legacy by publishing "SICA Occasional Papers."



## 1.2.2 Second Stage: 1970's & 1980's Human Development concept

### ► Grassroots involvement

As we mentioned above, the CAG had taken initiatives for a positive change aimed at utilising local resources and knowledge. At the macro level, administration sought to integrate local leadership with higher-level support. Grassroots involvement was recognised as a valuable asset for development. However, this momentum began to decline in the 1970s as financial support for CAG from the Ford Foundation ceased. Simultaneously, questions were raised about the intellectual aspects of development administration, and developing countries started to question and resist its message.

### ► Technocratic-bureaucratic process

By the 1970s, the concept of development underwent a significant transformation, focusing on meeting basic human needs through models of development administration. The 1960s marked a shift in approaches to the study of the theory and practice of development administration, with the early decades' unidirectional prominence fading away. The 1969 report of the Commission on International Development on the Technical Assistance programme highlighted the need to reassess and reclassify the focus on administrative modernisation as a technocratic-bureaucratic process for newly independent states.

### ► Institutionalisation of popular participation

Similarly, it became apparent that bureaucracy did not align well with the demands of modernisation. Traditional bureaucracy tends to prioritise conservatism over change, and it fails to meet the needs of societies undergoing transformation. Furthermore, bureaucracy is often urban-oriented, elitist, and disconnected from the requirements of rural communities in developing countries. The proposal emerged that development should commence with bureaucratisation and the gradual institutionalisation of popular participation in the management of development programmes.

### ► Instrumental Theory of Administration

It became increasingly clear that nation-building and development goals were subjects of intense debate in the concerned countries during the 70s and 80s. Consequently, fundamental approaches to development administration emerged, emphasising aspects such as gender equality, self-reliance, and people's participation. These emerging approaches include:



### 1.2.2.1 Development Administration through Basic Needs Perspective

#### ► Social and economic dimension

The interest in the human factor's role in the development process captivated scholars in the field of development administration. Unlike the traditional Gross National Product (GNP) indicator, the focus shifted towards fulfilling basic needs such as food, clothing, shelter, education, and public health as markers of development. This shift, occurring during the U.N. Second Development Decade (1971-81), emphasised a social and economic dimension over mere economic growth.

#### • Elimination of poverty

Recognising that the earlier development approach disproportionately benefited a small segment of the population, developmentalists saw the need for a new economic framework and a concurrent shift in developmental administration. The objectives of development were redefined to include the reduction and elimination of poverty, inequality, hunger, disease, unemployment, illiteracy, and malnutrition. Policies advocating de-bureaucratisation and participatory management were deemed suitable for individual welfare.

#### ► People's participation in planning

The new approach concentrated on the development of people through regional, local, and sectoral structures rather than centralised organisations, aiming to improve the socio-economic conditions of rural populations on the periphery. Scholars proposed a development plan that emphasised people's participation in planning and implementation, the development of communication coordination between people and third-world administration, decentralisation and devolution of power with the creation of autonomous administrative institutions, and the strengthening of local self-government along with intermediary organisations.

#### ► 'Development bureaucracy'

Studies by Pai Panandikar and Kshirasagar suggested that a more carefully adapted bureaucracy could be more flexible and positively inclined towards development needs. This introduced the concept of a 'development bureaucracy' committed to the cause of development. Development administration, being change-oriented, requires situational, innovative, and creative decision-making, involving risk-taking and achievement orientation. The idea is that organisational rules and procedures should not overshadow the priority of target achievement. The evolving role of bureaucracy in development administration is identified as a 'development bureaucracy,' representing a non-Weberian model structurally and behaviourally aligned with the

developmental tasks based on the needs of the people.

### 1.2.2.2 Participatory Approach to Development

► People-centred approach

This approach is also referred to as the people-centred approach, emphasising the enhancement of psychological strength and empowerment of individuals. Its goal is to enable people to engage with administration on a collaborative basis. One of the key components of the participatory approach involve the equitable distribution of development benefits in both economic and social domains.

► Restructure administrative processes

Participation is considered an essential aspect of development administration, aiming to restructure administrative processes to ensure people's involvement in all aspects of development. This approach underscores the potential of decentralisation, achieved by establishing separate, relatively autonomous administration units at the field level. Local government units, formed with the consent and involvement of the people, are deemed more suitable for effective development administration.

► Political management and the will of the people

A bureaucracy with a strictly status-based personnel structure may not align with the requirements of balanced development. A development bureaucracy cannot function as an isolated entity, detached from the general population and political leadership. Successful development relies on political management and the will of the people channelled through the political system. A development bureaucracy must closely collaborate with the people under a general service ethic. Viewing popular participation in development as a valuable resource, bureaucracy needs to garner popular support for its development tasks, replacing the traditional perception of people as passive beneficiaries with the idea of active participants.

► Behavioural changes

Similarly, behavioural changes are essential to make bureaucracy oriented toward change, results, and people. Consequently, civil servant training holds significance in many developing countries. Popular participation in administration has become a reality in numerous places, with concepts like decentralised planning and participatory management gaining popularity. These approaches aim to disrupt the unhealthy relationship between politicians and the bureaucracy that often leads to the concentration of development benefits. However, alternative development models have seen limited application in reality, as highlighted in the 1996 Human Development

Report (HDR), which revealed increasing disparities between rich and poor in the third world and a notable decline in human well-being.

The report discussed the government's failure to give preference to the structure and quality of development, resulting in unbalanced growth. The expected improvement in employment did not materialise, and gender empowerment was progressing slowly. J. Nef and O.P Dwivedi identified four crises in development administration:

► Four crises in development Administration

1. Methodological crisis: The failure to adhere to functional, structural, systemising, and behavioural norms led to a breakdown in methodology, turning development administration into a discipline in search of direction.

2. Crisis of development theory: The breakdown of development orthodoxy and the presentation of various approaches by different scholars in the third world contributed to the crisis in development theory.

3. Crisis of political theory: The lack of genuine people's involvement and the conservatism of the political system hindered progress, preventing true public engagement.

4. Crisis of administrative theory: Administrative reform became more of a trend than a sincere effort to bring about genuine socio-economic transformation.

Similarly, the emergence of the 'New Right' philosophy, emphasising state minimalism and market friendliness, shook the traditional state-led development approach.

### 1.2.3 1990's Post -Development Phase

#### 1.2.3.1 Post-Development

► Multidimensional nature of development

In the 1990s, there were many changes in the concept of Development Administration due to various political and economic changes in the international arena. The disintegration of the USSR and the emergence of market-driven reforms led to more roles for the private sector in delivering goods and services to the citizens. The traditional approaches to development were challenged by post-development theories which questioned the prevailing notions of progress, economic growth, and modernisation that characterised traditional



development approaches. In the 1990s and early 2000s, the discourse on development administration expanded to incorporate broader notions of development beyond purely economic growth. Concepts such as sustainable development, human development, and good governance gained prominence, reflecting a growing recognition of the multidimensional nature of development. Development administration began to encompass issues such as social justice, environmental sustainability, and participatory decision-making. We can now look at the remarkable developments in this stage.

#### 1.1.1.1 Post Development Theory

► "Development theory impasse."

In the late 1980s and 1990s, people lost faith in development theories because they did not match the reality on the ground. Poverty, inequality, and increasing role of the market, and decreasing government involvement added fuel to the worries of the people. This led to doubts about the whole idea of development. Other circumstances, like the collapse of socialist systems and the rise of management ideology, also contributed to this doubt. This period became known as the "development theory impasse."

► Rise of globalisation

This happened since the dominant theories such as Modernization theory and radical Marxism did not seem to work anymore. Marxist theories were discredited by the fall of socialism, and Modernisation theory failed to solve problems like inequality and poverty. The rise of globalisation and challenges to the importance of nation-states made the crisis worse. New ideas like feminism and postcolonialism also questioned traditional development theories.

► Cultural Relativism

One of the prominent features of the development theories at this stage was Cultural Relativism. It emphasised cultural diversity and rejected the idea of a universal path to development. Post-development theorists argued that development should respect and incorporate local knowledge, values, and traditions.

► deconstruction of development discourse

At this stage the deconstruction of development discourse was also prevalent. Scholars within this paradigm deconstructed the language and discourse of development, exposing power imbalances, hidden agendas, and the imposition of Western ideologies on non-Western societies.

Post-development theory promoted the idea that local



► Emphasis on Local Knowledge

communities possess valuable knowledge and resources. It argued for decentralisation and community-driven development, encouraging solutions that emerge from within the communities themselves.

► Eco-centric Approach

In addition, post-development theorists highlighted the environmental consequences of traditional development models and advocated for sustainable, ecologically sensitive approaches. This included a critique of resource-intensive, capitalist-driven development strategies. Overall, post-development theories have caused shifts in administrative practices and reconsideration of developmental goals by giving more power and autonomy to the local people in designing and implementing developmental projects. It also has helped to frame more culturally sensitive and sustainable policies and practices.

### 1.2.3.1.2 Sustainable Development

► Balanced and equitable development

Sustainable development, a concept that gained significant traction after 1990, has become increasingly central in the realm of development administration. This approach emphasises on “meeting the needs of the present without compromising the ability of future generations to meet their own needs.” It integrates economic, social, and environmental considerations to foster balanced and equitable development.

► Holistic Approach

One of the important characteristics of the sustainable development approach is that it encourages a holistic approach to development administration, considering economic growth, social equity, and environmental protection as interconnected and interdependent aspects of progress. This integrated perspective guides policies and strategies to ensure that development initiatives address multiple dimensions of well-being.

► Long-Term Perspective

This approach also adopts a long-term perspective. Rather than pursuing short-term gains at the expense of future sustainability, administrators focus on initiatives that promote durable and inclusive development outcomes. This involves investing in infrastructure, education, healthcare, and environmental conservation measures that yield long-lasting benefits.

Similarly, sustainable development underscores the wise management of natural resources. It realises the crucial role

#### ► Resource Management

played by the administrators in formulating and implementing policies that promote resource efficiency, minimise waste generation, and mitigate environmental degradation. By integrating sustainability principles into resource management practices, administrators ensure the preservation of vital ecosystems and the equitable distribution of resources among present and future generations.

#### ► Community Engagement

In addition, sustainable development principles prioritise community participation and empowerment. Administrators collaborate with local stakeholders to identify needs, preferences, and priorities, fostering ownership of development initiatives and promoting social cohesion. This participatory approach enhances the effectiveness and sustainability of interventions, as solutions are tailored to local contexts and informed by diverse perspectives.

#### • Resilience Building

Sustainable development also recognises the importance of building resilience to external shocks and stresses. Development administrators integrate risk management strategies into their planning processes to enhance communities' capacity to withstand and recover from environmental, economic, and social challenges. By strengthening adaptive capacities and fostering robust governance structures, administrators contribute to the resilience of communities and institutions.

#### ► Global Cooperation

Sustainable development necessitates global cooperation and collaboration. Administrators are engaged in international partnerships and exchanges to share knowledge, expertise, and best practices in sustainable development. By fostering dialogue and cooperation among nations, administrators contribute to the collective pursuit of global sustainable development goals.

In conclusion, sustainable development has emerged as a guiding framework for development administration after 1990, emphasising the interconnectedness of economic, social, and environmental dimensions of development. By integrating sustainability principles into their practices, administrators promote equitable, resilient, and enduring development outcomes, advancing the well-being of present and future generations.

### 1.1.1.1 Governance and Good Governance

The terms 'Governance' and 'Good Governance' gained prominence in developmental discourses during the 2000s.

► Informal mechanisms and practices that shape interactions

Governance refers to the processes, systems, and structures through which authority is exercised, decisions are made, and actions are taken to address societal needs and interests. It encompasses not only formal institutions of government but also informal mechanisms and practices that shape interactions between state and non-state actors. Good governance, on the other hand, denotes the effective, accountable, transparent, participatory, and inclusive exercise of power to promote the welfare of citizens and foster sustainable development. International agencies such as the UN, World Bank popularised these concepts as a way to increase the public trust in governments, improve efficiency in service delivery and promote inclusive and sustainable development.

Key Characteristics of Good Governance can be identified as follows:

► Key Characteristics of Good Governance

1. Accountability: Good governance entails mechanisms that hold public officials and institutions answerable for their actions and decisions. This accountability ensures transparency, integrity, and responsible stewardship of resources.

2. Transparency: Good governance requires openness and accessibility of information, processes, and decisions. Transparent governance fosters trust, enhances public participation, and facilitates informed decision-making.

3. Participation: Good governance encourages active engagement of citizens and stakeholders in decision-making processes. By soliciting diverse perspectives and involving marginalised groups, participatory governance promotes legitimacy, inclusivity, and ownership of public policies and programs.

4. Rule of Law: Good governance upholds the rule of law as a fundamental principle. It ensures that laws are applied impartially, consistently, and without discrimination, providing a framework for predictability, stability, and protection of rights.

5. Effectiveness and Efficiency: Good governance emphasises the effective and efficient delivery of public services and the utilisation of resources. It prioritises performance-based management, innovation, and continuous improvement to achieve desired development outcomes.

6. Ethical Conduct: Good governance promotes ethical

behaviour and integrity among public officials and institutions. It upholds principles of fairness, honesty, and professionalism, combating corruption and fostering trust in governance institutions.

In conclusion, governance and good governance are central concepts in development discourses in the 21<sup>st</sup> century, shaping the effectiveness, legitimacy, and sustainability of governance processes and institutions. By adhering to principles of good governance, development administrators can promote inclusive, accountable, and responsive governance systems that advance the well-being of societies and contribute to sustainable development.

### 1.2.3.1.3 Market-Oriented Reforms

► Shift from welfare-oriented policies

In the late 1980s and continuing into the 1990s, many developed nations faced fiscal imbalances due to excessive spending on welfare programmes. Consequently, there was a shift away from welfare-oriented policies, with a focus on reducing the state's involvement in the market. During this period, proponents of market reform introduced new strategies to address these challenges.

According to J. Portes, seven basic steps are involved in market-oriented reforms;

1. Unilateral opening to foreign trade
2. Extensive privatisation of state enterprises.
3. Deregulation of goods, services, and labour markets.
4. Liberalisation of the capital market with extensive privatisation of pension funds.
5. Fiscal adjustment based on a sharp reduction in public outlays.
6. Downscaling state-supported social programs.
7. An end to industrial policies and a concentration on macroeconomic management.

Market-oriented approaches confine the ambit of the nation states to limited areas and encourage intervention of private companies in the delivery of goods and services.



## Summarized Overview

This unit highlights significant shifts in the approach to development governance across different decades. In the initial phase, bureaucracy was at the centre of the developmental projects. Centralised administrative structures and expert-led decision-making dominated development efforts during this period. This era reflected a top-down approach focused on achieving economic growth and modernisation. Moving forward, the 1970s and 1980s witnessed a paradigm shift towards the Human Development concept. Here, the focus expanded beyond purely economic indicators to include dimensions such as education, healthcare, and overall well-being. This period marked a recognition of the importance of human capital and social development alongside economic progress, leading to the adoption of more inclusive and people-centred approaches to development administration.

Lastly, the emergence of Post-Development theory in the 1990s challenged conventional development paradigms, questioning the assumptions and power dynamics inherent in Western-centric models of progress. This critical perspective called for a re-evaluation of development goals, methods, and priorities, advocating for locally-driven, context-specific approaches that prioritise cultural diversity, sustainability, and community empowerment.

Overall, the evolution of development administration reflects a trajectory from bureaucratic technocracy to human-centric approaches, and ultimately to more pluralistic and critically engaged perspectives. These shifts underscore the ongoing evolution and complexity of development governance, emphasising the need for adaptive, contextually relevant strategies that prioritise the well-being and agency of all stakeholders in the development process.

## Self-Assessment

1. Explain the nature of development administration during the bureaucracy-technocracy era.
2. List out the features of the human development concept.
3. Discuss the concept of Post-development and the transformation in development concept during this phase.
4. Identify the characteristics of good governance.

## Assignments

1. Examine the main characteristics of the Bureaucracy-Technocracy era during the 1950s and 1960s in the context of development administration. How did the adoption of Western bureaucratic models shape the development strategies in third-world countries during this time?
2. Explain the shift in focus from economic growth to meeting basic human needs in the 1970s and 1980s Human Development concept phase of development administration.
3. Critically analyse the emergence of post-development theories in the 1990s. How do these theories challenge traditional notions of progress, economic growth, and modernisation in the context of development administration? Provide examples to support your arguments.
4. Compare and contrast the principles of sustainable development and market-oriented reforms in the evolution of development administration. How do these approaches differ in their goals, strategies, and implications for governance and societal well-being?
5. Evaluate the significance of good governance in contemporary development administration. Discuss the key characteristics of good governance and explain how they contribute to effective, inclusive, and sustainable development outcomes.

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## Space for Learner Engagement for Objective Questions

Learners are encouraged to develop objective questions based on the content in the paragraph as a sign of their comprehension of the content. The Learners may reflect on the recap bullets and relate their understanding with the narrative in order to frame objective questions from the given text. The University expects that 1 - 2 questions are developed for each paragraph. The space given below can be used for listing the questions.







## UNIT 3

# Thrust Areas in Development Administration

### Learning Outcomes

Upon the completion of this unit, the learner will be able to:

- ▶ explain the various dimensions of Development Administration
- ▶ assess the importance of Human Development Indicators in Development Administration
- ▶ critically examine the changing nature of Development Administration over time

### Background

Development is a multifaceted process that goes beyond mere economic growth. It encompasses economic, social, and political dimensions, all of which are deeply interconnected. A country might excel in terms of its GDP, reflecting strong economic performance, but if it lacks robust healthcare systems, quality education, or social welfare, it cannot truly be considered developed. For instance, high economic growth without improvements in public health or access to education highlights the incomplete nature of development. In essence, meaningful progress requires simultaneous advancements across economic, political, and social aspects. Beyond economic success, development includes fostering equality, ensuring participation in political processes, and eliminating discrimination based on sex, caste, or religion. These are critical measures in assessing whether a society is genuinely advancing toward comprehensive development.

By the 1970s, development discourse shifted towards prioritising human well-being, leading to the rise of Human Development Indicators (HDIs) as vital tools for measuring progress. HDIs go beyond economic metrics, focusing on health, education, and living standards, offering a clearer picture of a society's overall well-being. These indicators have since become essential for policymakers, helping them allocate resources effectively and design strategies that address the most urgent needs of the population. Development administration has evolved alongside these changing perspectives, adapting to the global landscape of technological advancements and socio-economic challenges. It now requires a dynamic approach that incorporates innovation and responds to emerging realities, ensuring that development strategies remain relevant and effective in achieving holistic growth.



## Keywords

Political Development, Social Development, Economic Development, Human Development Index(HDI)

## Discussion

### 1.1.3.1 Political Development

#### ► Potentiality of political institutions

Political development is one of the key aspects of development. It can be understood as the ability of a political structure in a country to effectively address its inherent challenges while adapting to the evolving needs of its population. In other words, the potentiality of political institutions such as the constitution, executive and legislative bodies, bureaucracy, and judicial system to cope up with emerging issues is very important in development. Gabriel A. Almond characterises political development in terms of its performance capabilities. He defines it as “the acquisition of new capability, in the sense of a specialised role structure and differentiated orientations which together give a political system the possibility of responding efficiently, and more or less autonomously, to a new range of problems.”

#### ► Expansion of bureaucratic organisation

Conventionally, the political aspect of development administration more focuses on the expansion of bureaucratic organisations for programme implementation. However, it is crucial to acknowledge the influence of political parties, interest groups, the legislature, courts, and the electorate in political development. Riggs emphasises that without political development, progress in public administration and economic growth alone cannot ensure a better life for the people of developing nations. Fainsod further argues that the effectiveness of development administration depends on the quality and training of public servants, as well as the socio-political environment that empowers them. The prevailing political atmosphere in a country is very relevant as it is the enabling force for any administrative development.

Riggs identifies the characteristics of developing countries as bureaucrats wield much of the powers. So, he suggests that bureaucratic power should be balanced by extra-bureaucratic institutions like elected assemblies, electoral systems, and party

► Extra-bureaucratic institutions

systems so that the tendency of blurring of administrative and political functions could be overcome. He advocates for a balance of power between these institutions, proposing a robust 'constitutive system' to exert control over the bureaucracy. Riggs argues that in developing countries, efforts should give importance to achieving this balance either by strengthening the constitutive system or the bureaucracy, depending on which institution holds relatively less power.

### 1.1.3.1.1 Dimensions of Political Development

► Democratic Governance and Political stability

Political development includes establishment of democratic governance, the rule of law, decentralisation of power, political stability, and the effective functioning of political structures. As we understand, the promotion of democratic governance is essential for any kind of development. This involves fostering political systems that are inclusive, participatory, and responsive to the needs and aspirations of the citizens. In addition to this, political stability is also inevitable for sustainable development, as it provides a conducive environment for policy implementation and economic growth.

► Decentralisation and Local Governance

Decentralisation is another significant part of political development. Decentralisation paves way for the participation of local communities in development. Political development also emphasises the importance of decentralisation and local governance. Empowering local communities to actively participate in decision-making processes contributes to more responsive and effective governance. This approach enhances citizen engagement, promotes social justice, and addresses local challenges in a targeted manner. Empowering local communities to actively participate in decision-making processes contributes to more responsive and effective governance.

• Combating Corruption

Similarly, corruption poses a significant threat to political development and overall societal progress. As a thrust area, efforts should be directed toward implementing anti-corruption measures, strengthening accountability mechanisms, and promoting transparency in administrative processes. A corruption-free political environment is essential for building trust in institutions and fostering sustainable development.

► Strengthening the Rule of Law

The establishment and reinforcement of the rule of law are also fundamental to political development. This involves ensuring that legal frameworks are transparent, just, and accessible to all citizens. A robust legal system contributes



to political stability, the protection of human rights, and the resolution of disputes through fair and impartial mechanisms.

► Inclusive policy making

Moreover, policymaking should be inclusive, taking into account diverse political perspectives and ensuring that policies align with the broader goals of political development. Balancing the interests of different political actors is essential for effective governance. Overall, the political dimension of administration underscores the need to enhance both political and bureaucratic institutions to achieve developmental goals. Improved administrative practices and democratic values are essential for the success of development administration in emerging democracies, emphasising the parallel advancement of administrative efficiency and democratic principles.

### 1.1.3.2 Social Development

► Process of ushering in a new order of existence

Social development is another important aspect of development administration, as it reflects the principle that true progress extends beyond economic indicators. Social development encompasses a wide area of matters closely connected with economic development. Indeed, in the trajectory of modernisation, both economic and societal developments are interdependent within politically developed nations. As stated by Schumpeter, "economic development is not a phenomenon to be explained economically (but) is dragged along by the changes in the surrounding world. " According to T.K.N. Unnithan, "Social development may be seen as a process of ushering in a new order of existence. The quality of life and the quality of social relations which exist would indicate the level of the order of existence." In essence, social development entails fostering improvements in the social well-being of individuals. This entails prioritising the provision of healthcare, education, housing, cultural amenities, safeguarding children, enhancing the status of women, regulating labour practices, improving worker status, and addressing social maladies such as disease and poverty. According to Riggs, the level of development in a society can be gauged by assessing its balanced polity, organisational maturity, and the prevalence of a salary system within its bureaucracies.

#### 1.1.3.2.1 Key Dimensions of Social Development

The important aspects of social development are education, health care, gender equality and women empowerment, community development and global imperative. Now let us



discuss these aspects in detail.

**Education:** Access to quality education is foundational for social development. Development Administration plays a crucial role in formulating and implementing policies that ensure equitable educational opportunities, address illiteracy, and promote skill development to enhance employability.

**Healthcare:** A robust healthcare system is indispensable for societal well-being. Development administration gives priority to healthcare infrastructure, preventive measures, and healthcare accessibility, ensuring that even the most vulnerable populations have adequate medical support.

**Gender Equality and Women's Empowerment:** Social development necessitates dismantling gender-based inequalities. Development administration is committed to frame policies that empower women, eradicate discriminatory practices, and create an environment conducive to the full realisation of women's potential.

**Community Development and Participatory Governance:** Social development is inherently tied to community well-being. Development administration strives to create participatory governance models, involving local communities in decision-making processes and to foster a sense of ownership over development initiatives.

**Global Perspectives on Social Development:** Social development is a global imperative, and the international community has recognised its significance through initiatives such as the United Nations' Sustainable Development Goals (SDGs).

In conclusion, social development is one of the key aspects of development. By prioritising education, healthcare, gender equality, and community development, the development administration can make positive societal transformations, ensuring that progress is not just measured in economic terms but reflects the well-being and empowerment of every individual and community. Similarly, the integration of social development into the core of administrative practices becomes not only a strategic imperative but a moral obligation for societies aspiring towards genuine and sustainable progress. However, implementing social development policies poses its own set of challenges. Limited resources, bureaucratic

► Positive societal transformations



inefficiencies, and resistance to change can impede progress. Successful implementation requires strategic planning, collaboration, and a commitment to addressing the root causes of social issues.

### 1.1.3.3 Economic Development

Economic development stands as a vital element of overall development. It aims to increase national income, diminish poverty, and foster a more equitable distribution of wealth and resources. The World Development Report (1991) characterises economic development "as a sustainable increase in living standards that encompass material consumption, education, health, and environment protection." It means that economic development is not a mere increase in wealth rather it encompasses other factors such as health and education.

► equitable distribution of wealth and resources

Similarly, to effectively pursue developmental objectives, it is crucial to have a strong economic foundation in place. Riggs emphasises that economic production must reach a sufficient level not only to meet the consumption needs of primary producers but also to support a workforce engaged in secondary and tertiary occupations, both in the public and private sectors. A primary objective of national development is to raise the gross national product per capita, which is heavily reliant on economic advancement. This advancement, in turn, depends upon various factors such as industrial output, encompassing both agricultural and non-agricultural sectors, as well as human and natural resources, capital investment, and other related elements.

► support a workforce engaged in secondary and tertiary occupations

Conversely, the level of economic growth and development within a country influences the scale of bureaucratic organisations and the proliferation of specialised government agencies to some degree. Hence, the economy plays a significant role in shaping the nature and scope of bureaucracy. In essence, it can be argued that a nation with a robust economic production capacity can establish a competent bureaucracy capable of implementing programmes that enhance economic productivity and significantly contribute to the nation's developmental objectives, centred around nation-building and socio-economic progress. Riggs suggests that in cases where the economy has not reached a sufficient level of development, a quasi-salary-based bureaucratic structure emerges, leading to resource depletion and the emergence of a parasitic class of officials who hinder productivity. This, in turn, limits societal choices,

► proliferation of specialised government agencies

contributing to economic decline and political instability. Therefore, an increase in national income empowers society to bolster its administrative capacities, thereby furthering its contribution to national development goals.

### 1.1.3.3.1 Dimensions of Economic Development

Economic development encompasses a spectrum of dimensions that collectively contribute to sustained progress. Firstly, economic growth, often seen as a fundamental dimension of economic development, pertains to the sustained increase in a nation's real output of goods and services over time. It serves as a catalyst for overall development by creating employment opportunities, generating income, and fostering technological progress. Development administrators play a vital role in fostering an environment conducive to economic growth through infrastructure development, investment promotion, and fostering a conducive business environment.

#### ► Economic Growth

Addressing poverty is also central to economic development objectives. Development administrators focus on implementing policies and programmes aimed at poverty reduction, including social safety nets, education, healthcare, and targeted interventions for vulnerable populations. By addressing poverty, nations can unlock human potential, promote social cohesion, and stimulate economic growth through increased consumption and productivity.

#### ► Poverty Alleviation

Similarly, investments in human capital, encompassing education, healthcare, and skills development, are critical for sustainable economic development. Development administrators need to give importance to investments in education and healthcare infrastructure, ensure equitable access to quality education and healthcare services, and promote lifelong learning opportunities. A well-educated and healthy workforce is essential for innovation, productivity, and inclusive growth.

#### ► Human Capital Development

Adequate infrastructure also constitutes a cornerstone in economic development. Therefore, development administration focuses on building and maintaining essential infrastructure such as transportation networks, communication systems, energy facilities, and water resources. Access to reliable infrastructure enhances productivity, facilitates trade, and attracts investments, laying the foundation for economic growth and development.

#### ► Infrastructure Development



► Institutional Strengthening

Likewise, strong and transparent institutions are indispensable for fostering economic development. Development administration plays a crucial role in building effective governance structures, promoting the rule of law, and combating corruption. By ensuring accountability, transparency, and the enforcement of property rights, institutions can create an enabling environment for investment, entrepreneurship, and economic progress.

► Regional Development

Promoting balanced regional development is also vital for reducing disparities and fostering inclusive growth. Development administration promotes policies that channel investments and resources towards underserved regions, stimulating economic activity and creating employment opportunities. By fostering regional integration and connectivity, administrations can unlock the potential of marginalised areas and promote overall economic development.

Overall, development administration acknowledges the interconnectedness of political, social, and economic dimensions. Politically, it emphasises balancing politics and administration, economically, it focuses on increasing national income per capita, and socially, it aims for the well-being of the populace, ultimately the paramount goal of development. All these aspects are very essential for ensuring development.

### 1.1.3.4 Human Development Indicators

► key aspects of human well-being

Human Development Indicators are one of the important criteria for measuring the development. It offers a comprehensive framework for assessing various dimensions of human welfare beyond mere economic growth. During the late 1980s, heightened recognition of the inadequacy of traditional economic indicators for assessing development prompted the United Nations Development Programme (UNDP) to create the Human Development Index (HDI). This index encompasses three key aspects of human well-being: longevity and health, education and knowledge, and a satisfactory standard of living. To gauge these dimensions, the UNDP chose four quantitative indicators namely, mean years of schooling, expected years of schooling, life expectancy at birth, and gross national income (GNI) per capita.

#### 1.1.3.4.1 Importance of HDIs

HDI is very relevant in development administration especially



► Measurement of Development

as it offers a quantifiable measure of progress overtime. By tracking indicators like life expectancy, literacy rates, and income levels, governments and development agencies can evaluate the effectiveness of their policies and programmes. These indicators provide concrete data to assess whether development efforts are leading to tangible improvements in people's lives.

► Calculating Policy Priorities

HDI's also serve as a guide to policymakers in setting priorities and allocating resources effectively. For instance, if a country has a low literacy rate, policymakers may prioritise investments in education infrastructure and programmes to improve literacy levels. Similarly, if healthcare indicators are lagging, resources can be directed towards healthcare systems and access to medical services.

► Monitoring Inequality

Similarly, one of the critical aspects of HDIs is their ability to highlight disparities and inequalities within society. By disaggregating data based on factors like gender, income, ethnicity, and region, HDIs reveal who is benefiting from development efforts and who is being left behind. This information is crucial for designing targeted interventions to address inequality and ensure that development is inclusive and equitable.

► Comparative Analysis

Another benefit it offers is that HDIs enable comparisons across different regions, countries, or demographic groups. By benchmarking against global or regional averages, policymakers can assess their performance relative to peers and identify best practices to emulate or areas needing improvement. This comparative analysis fosters learning and knowledge sharing in the realm of development administration.

► Transparency and accountability

HDI's also serve as powerful advocacy tools for civil society organisations, academia, and other stakeholders. By disseminating data on human development outcomes, these actors can hold governments and institutions accountable for their policies and performance. Transparency and accountability are essential elements of effective development administration, and HDIs facilitate this process by providing reliable metrics for evaluation.

In conclusion, Human Development Indicators are indispensable tools in the field of Development Administration. They offer a multifaceted understanding of human welfare, enable monitoring of progress, inform policy priorities,

► multifaceted understanding of human welfare

highlight inequalities, facilitate comparative analysis, and promote advocacy and accountability. By incorporating HDIs into decision-making processes, governments and development practitioners can foster sustainable and inclusive development that enhances the well-being of all members of society.

### 1.1.3.5 Changing Nature of Development Administration

Development administration, as a field of study and practice, has undergone significant evolution over the years. It encompasses the processes, policies, and practices involved in achieving development goals within societies. From its origins in the mid-20th century to the present day, development administration has adapted to shifting paradigms, emerging challenges, and evolving perspectives on development.

► state-led development

As we mentioned in the previous chapter, development administration emerged as a response to the challenges of post-colonial states seeking to address issues of poverty, inequality, and underdevelopment. In the mid-20th century, the dominant paradigm focused on state-led development, where governments played a central role in planning, implementing, and managing development initiatives. This period saw the rise of bureaucratic structures, centralised planning, and top-down approaches to development.

► market-oriented reforms

However, by the late 20th century, disillusionment with the effectiveness of state-led development gave rise to new perspectives. The 1980s witnessed the ascent of neoliberalism and structural adjustment programmes, which emphasised market-oriented reforms, privatisation, and deregulation. Development administration underwent a significant transformation, with a shift towards market-driven approaches and a reduced role for the state in economic affairs.

► multidimensional nature of development

In the late 20th and early 21st centuries, the discourse on development administration expanded to incorporate broader notions of development beyond purely economic growth. Concepts such as sustainable development, human development, and good governance gained prominence, reflecting a growing recognition of the multidimensional nature of development. Development administration began to encompass issues such as social justice, environmental sustainability, and participatory decision-making.

### 1.1.3.5.1 Changing Focus and Approaches

#### ► bottom-up approaches

One of the most significant shifts in development administration has been a move towards participatory and inclusive approaches. Traditional top-down models of development have been criticised for their limited effectiveness and lack of accountability to the local population. In response, there has been a growing emphasis on bottom-up approaches that empower marginalised groups, promote grassroots participation, and foster local ownership of development initiatives. Participatory development, community-driven development, and decentralisation have become key principles guiding development administration practices.

#### ► Digitalisation of development administration

Furthermore, the advent of technology has revolutionised the field of development administration. Information and communication technologies (ICTs) have enabled new forms of governance, service delivery, and citizen engagement. E-governance initiatives, mobile applications, and online platforms have enhanced transparency, efficiency, and accessibility in the delivery of public services. The digitalisation of development administration has opened up new possibilities for innovation, collaboration, and citizen participation.

### 1.1.3.5.2 Challenges and Future Directions

#### ► corruption and lack of transparency

Despite these positive developments, development administration continues to face numerous challenges in the contemporary context. One of the persistent challenges is the issue of corruption and lack of transparency, which undermines the effectiveness and legitimacy of development efforts. Addressing governance failures and promoting integrity in public institutions remain critical priorities for development administrators.

#### ► Digitalisation of development administration

Additionally, the increasing interconnectedness of global issues presents new challenges for development administration. Climate change, pandemics, migration, and geopolitical conflicts are among the complex challenges that require coordinated international responses. Development administrators must navigate these global dynamics while ensuring that development efforts are contextually relevant and sensitive to local needs and priorities.

Looking ahead, the future of development administration will likely be shaped by ongoing transformations in technology,

► promoting inclusive governance

governance, and international relations. Embracing innovation, promoting inclusive governance, and fostering partnerships across sectors will be essential for advancing sustainable and equitable development goals. Moreover, there is a need for continuous learning, adaptation, and reflection within the field of development administration to respond effectively to emerging challenges and opportunities.

## Summarized Overview

Over the decades, economic development has evolved from a narrow focus on GDP growth to incorporating different aspects so that a more inclusive approach that addresses matters like income distribution, job creation, and social equity can be addressed. Political development, social development, and economic development have been identified as crucial dimensions, each playing a significant role in shaping the overall trajectory of development efforts. Understanding the interconnectedness between these dimensions is essential for formulating comprehensive and effective development strategies.

The rising importance of human development indicators, particularly emphasising the significance of the Human Development Index (HDI) has shifted the focus of development from bureaucratic development to more human development approaches. By incorporating measures of longevity, education, and standard of living, the HDI provides a comprehensive framework for assessing human well-being and guiding policy interventions. This approach underlines the importance of balancing economic growth with social inclusivity and justice. Furthermore, addressing income disparities, environmental degradation, unemployment, and the digital divide poses complex challenges that require innovative and adaptive strategies.

## Self-Assessment

1. Explain political, social and economic aspects of political development.
2. Which are the key dimensions of social development?
3. Why are Human Development Indicators important?
4. Identify new approaches to development administration.



## Assignments

1. How is political development defined within the framework of development administration, and how does Gabriel A. Almond explain its role in addressing societal challenges?
2. What is the significance of bureaucratic organisations in political development, according to Riggs? How does Riggs propose balancing bureaucratic power with other institutions, and why is this balance critical for governance?
3. Why are democratic governance and political stability essential for achieving development goals? How do these factors contribute to promoting inclusive growth and sustainable development?
4. How does decentralisation and local governance enhance political development? In what ways does empowering local communities improve governance and decision-making?
5. What innovative strategies can development administration use to combat the challenges of corruption? How can these strategies promote transparency and integrity in governance processes?

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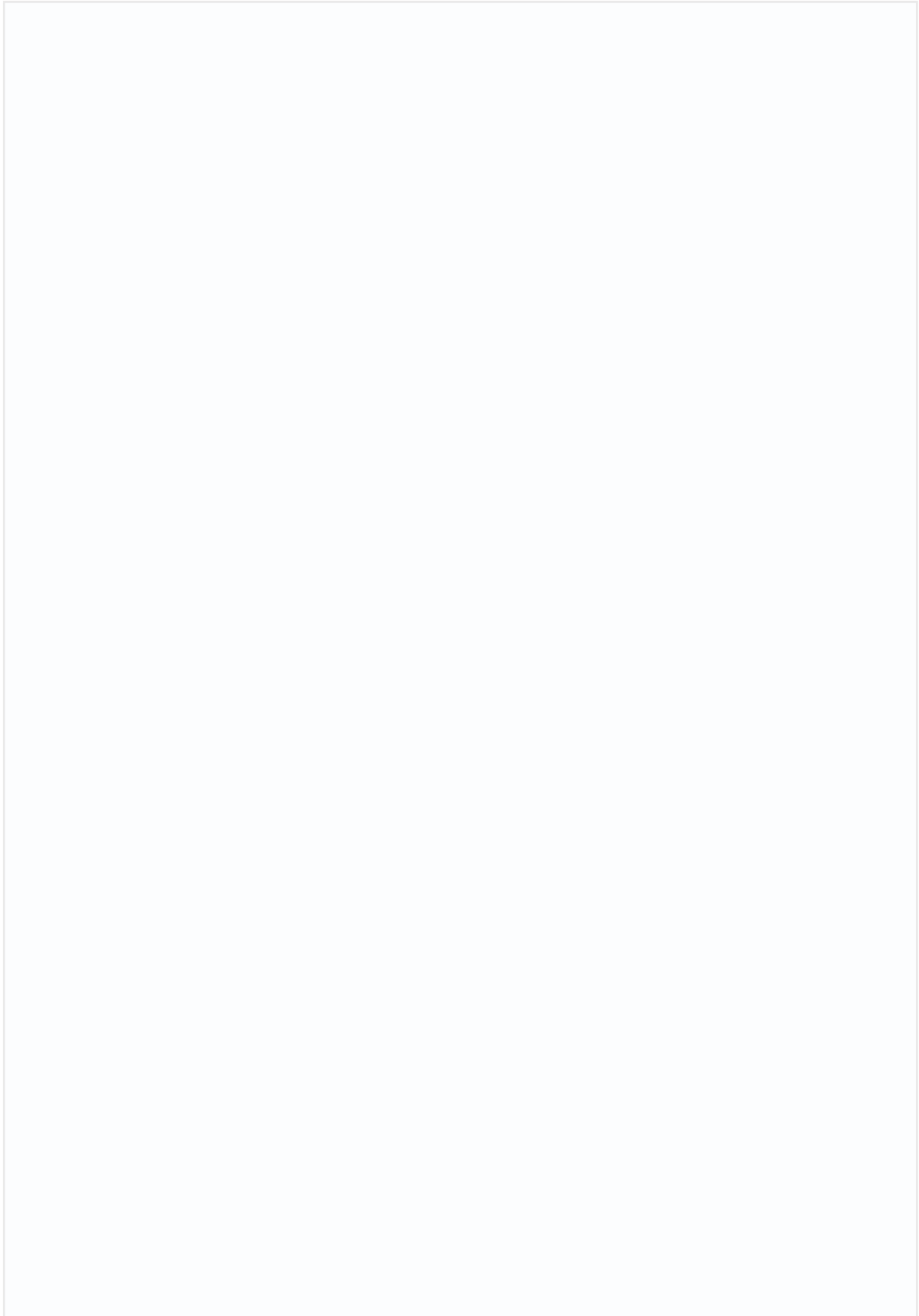
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## Space for Learner Engagement for Objective Questions

Learners are encouraged to develop objective questions based on the content in the paragraph as a sign of their comprehension of the content. The Learners may reflect on the recap bullets and relate their understanding with the narrative in order to frame objective questions from the given text. The University expects that 1 - 2 questions are developed for each paragraph. The space given below can be used for listing the questions.



# **BLOCK 2**

## **Theories, Approaches, and Models in Develop- ment Administration**



# UNIT 1

## Theories and Assumptions of Development Administration

### Learning Outcomes

Upon the completion of this unit, the learner will be able to:

- ▶ Explain the different theoretical foundations of development administration.
- ▶ Assess the contribution of the thinkers like F.W Riggs, Robert Chamber, Elinor Ostrom, Edward Weidner
- ▶ Examine the relevance of Gandhi's thoughts in the context of development administration.

### Background

The theoretical foundations of development administration evolved through the contributions of scholars like F.W. Riggs, who explored the complexities of administrative systems in transitional societies. His 'prismatic model' analysed how traditional and modern administrative practices coexisted in these regions. Robert Chambers introduced the idea of participatory development, arguing that marginalised voices must be integrated into development processes. Elinor Ostrom's focus on institutional analysis shed light on how collective action could lead to sustainable management of resources, especially in developing countries. These theories were underpinned by assumptions about the role of the state, the nature of development, and the participation of local communities. Gandhi's thoughts on self-reliance and decentralised governance also offer alternative perspectives, stressing the importance of local empowerment and non-exploitative economic systems in achieving development. Through these theoretical frameworks, development administration has emerged as a critical tool for addressing the challenges of governance and development in the Global South.

### Keywords

Prismatic model, Institutional approach, Participatory approach, Self-Sufficiency



### 2.1.1 F. W Riggs and Ecological Approach

- Relation of administration with its socio-cultural environment

Ecology as a branch of biology means the study of living organisms such as plants, animals, and human beings about each other and their environment. When we come to development administration it means the relation of administration with its socio-cultural environment. The basic premise of this approach is that the administrative system is not isolated from its external environment, and it is in regular contact and interaction with the

#### Fred W. Riggs (1917–2008)



Fred W. Riggs (1917–2008) was an influential American political scientist and theorist, best known for his pioneering work in the field of public administration and comparative politics. He was a professor emeritus at the University of Hawaii and made significant contributions to the understanding of development administration, particularly in developing nations. Riggs' most celebrated work titled "Administration in Developing Countries: The Theory of Prismatic Society" revolves around his "prismatic society" model, which describes the complexities of societies undergoing modernisation. His "Fused-Prismatic-Diffracted" model explains the transitions between traditional and modern societies, highlighting the mixed or overlapping nature of structures and institutions in developing nations. Riggs' work on comparative public administration sought to understand how administrative systems functioned in different cultural, economic, and political settings, and his interdisciplinary approach influenced both academics and policymakers.

Riggs was a key figure in developing the field of comparative public administration during the mid-20th century. His insights helped bridge the gap between the universal theories of administration and the particular realities of non-Western countries. Riggs was also closely associated with the development of the "ecological approach" to public administration, which stresses the importance of understanding administrative systems within their broader social, cultural, and environmental contexts. Riggs was the founder and first chairperson of the Comparative Administration Group, which was later reorganised as the Section on International and Comparative Administration of the [American Society for Public Administration](#). The CAG undertook a large number of studies around the world in the 1960s and early 1970s that were funded by the Ford Foundation.

society and culture in which it operates. Traditional approaches to public administration neglected the importance of such environmental factors to the administrative system. It was with the emergence of comparative and development approaches to the administration that serious attempts were made to study the role of these factors in administration. In the 1960s, scholars like F.W. Riggs started stressing the importance of ecological approaches in public administration. F.W. Riggs is considered the main proponent of this approach.

### 2.1.1.1 Characteristics of Ecological Approaches

The ecological approach follows a system approach in the analysis of the administrative system, considering it as integrated wholes with interdependent parts. Rather than focusing solely on individual aspects of society, it takes a holistic perspective on organisation. Fred W. Riggs categorised broad systems at the macro level and applied these categories to micro-subsystems like administration, using global systems as a reference. He proposed three ideal models—Fused, Prismatic, and Diffracted—to elucidate societal changes in transitional societies, which are hypothetical constructs aimed at analysing societies at different stages of development.

► Holistic perspective on organisation

Riggs symbolically likened the transition of a society to the passage of light through a prism: the starting point being fused, then transitioning to a prismatic state within the prism, and finally diffracting upon exiting, akin to projecting a rainbow. He suggested that various social systems in early developmental stages exhibit characteristics of fusion, transition to a prismatic state, and eventual diffraction.

► Fusion, transition to a prismatic state, and eventual diffraction.

Riggs' models were developed based on structural and functional approaches. In a fused society, a singular structure performs multiple functions, while in a diffracted society, separate structures perform specific functions. Prismatic societies display characteristics of both fused and diffracted societies concurrently. Riggs emphasised that no society can be exclusively classified as fused or diffracted; rather, societies generally exhibit prismatic characteristics. The classification of a society as fused or diffracted depends on the nature of its structures and the functions they fulfil.

► The classification based on the nature of its structures and the functions



Criteria	Fused Model	Prismatic Model	Refracted Model
<b>Structural Characteristics</b>	Single structure performs multiple functions.	Mix of traditional and modern structures; specialised roles with limited integration.	Separate structures perform specific functions.
<b>Examples</b>	Imperial China, Pre-revolutionary Siamese Thailand.	Developing countries like India.	Advanced, modern societies like the USA.
<b>Economic System</b>	Based on exchange and barter (redistributive model).	Mixed economy; elements of both traditional and market economies.	Marketised economy driven by market forces.
<b>Administration</b>	Highly centralised around the Royal family; low interaction between government and people.	Administration combines both modern and traditional methods, with partial centralisation.	Decentralised with specialised institutions; high responsiveness to citizens.
<b>Communication</b>	Limited; traditional forms dominate.	Communication is more developed but lacks full modern integration.	Advanced communication and technology; effective public relations.
<b>Value System</b>	Guided by ascriptive values; familial and sectarian interests dominate.	Coexistence of ascriptive and achievement-oriented values; value dichotomy.	Achievement-oriented values replace traditional values.
<b>Social Structure</b>	Traditional; low social mobility; respect for authority without reciprocity.	Open and diverse but with partial adherence to traditional values; high social mobility in certain areas.	Open class structure; diverse associations; high social mobility.
<b>Role of Government</b>	Centralised power with low accountability; citizens offer goods and services without expecting anything in return.	Intermediate power with some accountability; citizens have limited influence on government.	Government is highly accountable; citizens exert pressure and influence government behaviour.
<b>Citizens' Compliance</b>	Compliance is based on traditional authority and fear.	Compliance varies; some voluntary, some enforced through traditional norms.	Voluntary compliance based on rational-legal authority.
<b>Human Rights</b>	Minimal emphasis on human rights; authority is rarely questioned.	Mixed recognition of human rights; modern rights coexist with traditional restrictions.	Strong emphasis on human rights; the government upholds citizens' rights.



### 2.1.1.2 Fused Model

- single structure performs multiple functions

In a fused society, a single structure performs multiple functions. Riggs used Imperial China and pre-revolutionary Siamese Thailand as a model for the fused type of society. In the countries having fused type, there was a lack of functional classification, with a single structure performing multiple functions, primarily centred around agriculture and devoid of industrialisation or modernisation. The economic system relied on exchange and barter, termed the 'redistributive model' by Riggs. Administration was heavily centralised around the Royal family, with the King and appointed officials handling all administrative and economic tasks without separate structures. Despite a low level of interaction between the government and the people, respect for the King was evident, with the public offering services and goods without expecting reciprocity. Accountability to the ruled was lacking, and societal structure revolved around familial and sectarian interests rather than universal welfare. Communication was limited, and societal dynamics were primarily traditional, with ascriptive values guiding behaviour.

### 2.1.1.3 Refracted Model

- Structures are founded on scientific principles.

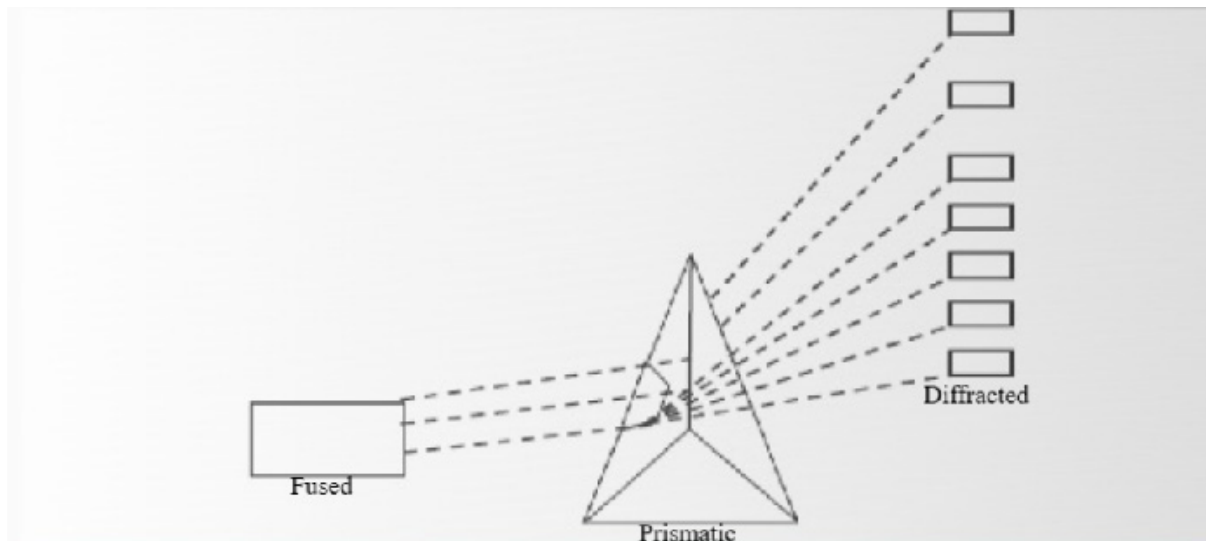
These societies operate on universal principles where everyone is treated equally. Specialisation is highly emphasised, with each institution performing specific roles. Traditional values are replaced by achievement-oriented values. Such societies are characterised by complexity and dynamism. They feature open class structures represented by diverse associations that play significant roles in achieving rational outcomes. All societal organisations and structures are founded on scientific principles.

- consensus among people regarding fundamental social aspects.

The economic system relies on market forces, which have both direct and indirect impacts on other aspects of society, rendering it "marketised." Various associations fulfil different functions. Communication and technology are advanced, and governments prioritise maintaining positive public relations. Governments are responsive to citizens' needs and uphold human rights. Similarly, citizens exert pressure on the government and significantly influence its behaviour. Government officials lack absolute power and coercion. Citizens voluntarily comply with laws, facilitating their implementation and the government's discharge of duties. There is widespread consensus among people regarding fundamental social aspects.

#### 2.1.1.4 Prismatic Model

The prismatic model is the cornerstone of Riggs's theories. He proposed that a prismatic society is characterised by a degree of specialisation in roles required for managing modern technology, yet it lacks integration among these roles. Such a society exhibits value-patterns akin to both fused and fragmented societies. Developing countries like India come under this model.



The Prismatic model of F.W Riggs

#### 2.1.1.5 Characteristics of Prismatic Society

Prismatic Society stands between fused and diffracted models. It is characterised by the features of both fused and diffracted societies. Riggs found three main characteristics of prismatic society as heterogeneity, formalism and overlapping. Now let us explain these three concepts separately.

##### 2.1.1.5.1 Heterogeneity

The prominent characteristic of a prismatic society lies in its significant heterogeneity, signifying the coexistence of various systems, practices, and perspectives. This simultaneous presence of divergent viewpoints and practices leads to inconsistent, incomplete, and unresponsive social change within such a society. Moreover, this diversity also influences the administrative structure.

► coexistence of various systems

In a prismatic society, urban areas consist of modernised infrastructure with intellectual elites, Western-style offices, and advanced administrative and communication tools. Meanwhile, rural regions maintain deeply rooted traditional

- Rural regions maintain deeply rooted traditional lifestyles

lifestyles, lacking modern amenities like telephone and internet. Village elders assume multiple roles spanning politics, administration, social affairs, economics, and religion. This diversity permeates every aspect of life in a prismatic society, presenting a complex scenario. Education emphasises Western-style learning alongside traditional Gurukulas, while healthcare includes allopathic treatments alongside alternative medicine practices like Ayurveda, Unani, Homeopathy, and Naturopathy. Such contrasting coexistence pulls the society in conflicting directions, challenging generalisations.

- only a select few access higher-tier positions

In prismatic societies, political and administrative entities wield significant influence, often intertwined with financial gains. Despite equal opportunities, only a select few access higher-tier positions, leading to the formation of pressure groups and protests against the government. Although democratically elected, governments struggle to control the populace, as those in power give importance to self-interest, fostering misunderstandings and tensions within society.

- Poly-communal societies

The complexity escalates in poly-communal societies, where different communities vie for influence, exacerbating sectional interests. This phenomenon is widespread in developing nations across Asia, Africa, and Latin America. Lack of integration remains a defining characteristic of prismatic societies. These disparities and differentiations, evident in various aspects of life, not only shape the administrative system's functioning and behaviour but also present numerous challenges. The ruling class typically favours the privileged while neglecting the underprivileged, potentially paving the way for societal upheaval, as suggested by Riggs.

### 2.1.1.5.2 Formalism

- contrast between intended objectives and actual performance.

Formalism pertains to the degree of disparity between what is prescribed and what is actually practised, encompassing the gap between the stated ideals within legal frameworks, organisational structures, and official data versus the realities of governance and societal functioning. In essence, it reflects the extent of divergence between the formally established norms and the practical implementation, highlighting the contrast between intended objectives and actual performance. The wider this disjunction, the greater the formalism within a system. Societies characterised by amalgamated and dispersed structures tend to exhibit a higher level of realism compared to those structured prismatically, where formalism prevails.

While laws and regulations outline the expected conduct of government officials, significant deviations often occur in practice. Officials may adhere strictly to protocols on some occasions while disregarding or even violating them on others. This formalistic conduct stems from various factors such as insufficient pressure on the government to achieve programme objectives, limited societal influence over bureaucratic actions, and a permissive environment for discretionary decision-making. Consequently, the behaviour of officials becomes erratic, inconsistent, and heavily influenced by situational factors. Such behaviour may stem from employees' predisposition towards easy gains or the presence of opportunities for maladministration. In essence, formalism in administration often fosters corruption within society.

► Formalism fosters corruption within society.

Formalism permeates various facets of social existence, yet often, the laws governing social and cultural spheres are disregarded rather than upheld. These laws merely inhabit government archives, with little earnestness from the authorities regarding their enforcement. Illustratively, in India, statutes such as those about prohibition are more commonly violated than obeyed, and town planning regulations are frequently flouted. Such societal hypocrisy appears to be a prevailing norm across many developing nations.

► Societal hypocrisy

Riggs, while elaborating on the dimensions of formalism, also examines Constitutional formalism. This concept delineates the disjunction between Constitutional mandates and their practical execution, a phenomenon observable in India. For instance, although the Constitution stipulates that Chief Ministers should be elected by the majority party members in the State Assembly and that the Chief Minister should select the Council of Ministers, in practice, central party leadership often exerts significant influence over these appointments. While legally, governance is vested in elected representatives, in reality, power dynamics may see authority wielded by individuals or groups beyond the parliamentary sphere.

► Constitutional formalism

Although legislators are tasked with lawmaking, in truth, they often dedicate minimal time to this responsibility, prioritising power politics instead. This dynamic enables bureaucratic involvement in lawmaking within prismatic societies, where bureaucrats may align themselves with political factions or leaders due to internal divisions within the ruling party or Council of Ministers. Consequently, formalism persists across all dimensions of social life within prismatic societies.

► bureaucratic involvement in lawmaking



### 2.1.1.5.3 Overlapping

- old undifferentiated structures persistently dominate.

'Overlapping' denotes the coexistence of formally distinct structures within a society alongside undifferentiated fused structures. Within administrative systems, administrative actions are often swayed by factors beyond administrative realms, such as political, social, or religious considerations. In a fused society, traditional structures fulfil most functions, rendering the issue of overlapping moot since formality aligns with effectiveness. Conversely, in a prismatic society, while new social structures emerge, old undifferentiated structures persistently dominate. Although new norms and values associated with differentiated structures receive formal acknowledgement, they are largely disregarded in favour of traditional values linked to undifferentiated societies. Consequently, in a prismatic society, institutions like Parliament, government offices, markets, and schools assume various roles, yet their conduct is heavily influenced by traditional entities such as family, religion, and caste.

### 2.1.1.5.4. Sala

- administrative subsystems

A prismatic society exhibits a diverse array of economic, social, political, and administrative subsystems. Riggs coined the term "Sala Model" to refer to the administrative subsystem within such a society. In a diffracted society, administration is termed a "Bureau" or "Office," while in a fused society, it's known as a "Chamber." Each of these entities possesses unique characteristics.

- Sala shares features of the "bureau" and the "chamber."

The term "Sala" in Spanish encompasses various meanings, such as a government office, religious conference, room, or pavilion. This word is also commonly used in East Asian countries with similar connotations. Sala shares certain features with both the diffracted "bureau" and the fused "chamber." However, Sala's bureau-like features do not accurately represent its fundamental nature. While the administrative rationality and efficiency found in the Bureau reflect the heterogeneous value system and traditional/modern methods of a prismatic society, Sala lacks these traits.

In a prismatic society, considerations like family welfare, nepotism, and favouritism significantly influence appointments to administrative positions and the execution of administrative functions. In contrast, diffracted societies exclude kinship considerations from administrative behaviour and governmental

► patrimonialism

power exercises. Fused societies, on the other hand, organise kinship or family ties higher in their politico-administrative systems. Despite officially prescribing patrimonialism, prismatic societies often practise it extensively, leading to administrative practices favouring personal gain over social welfare.

► government officials sometimes exhibiting loyalty to their own communities

Additionally, poly-communalism in prismatic societies presents administrative challenges, with government officials sometimes exhibiting loyalty to their own communities rather than to the government, resulting in disproportionate representation and dissatisfaction among various groups. To address this, quota systems may be implemented, but they can exacerbate tensions among communities.

► concept of "cleats"

Riggs introduced the concept of "cleats" in prismatic societies, which blend modern organisational methods with particularistic goals, serving specific communities at the expense of others. This contributes to the lack of consensus on behavioural norms in prismatic society interactions, where traditional and new norms overlap.

► "unbalanced polity"

Sala officials may enter service based on educational qualifications or competitive exams, but promotion and career advancement often depend on personal ties or seniority rather than merit. This can lead to bureaucratic indifference or rejection of norms, influencing public behaviour towards rules and regulations. Riggs also describes prismatic society as an "unbalanced polity" where bureaucrats wield considerable power, often overshadowing political leaders. This concentration of power can hinder responsiveness to public needs and impede political development. Weak political leadership may fail to reward efficient officials or punish inefficiencies, leading to a focus on personal gain rather than organisational goals. Ultimately, the behaviour of bureaucrats in the Sala is characterised by nepotism, corruption, and inefficiency, reflecting a motive to gain power and protect self-interest rather than serving the public.

### 2.1.1.5.5 Bazar Canteen Model

Riggs coined the term "Bazaar Canteen Model" to describe the economic dynamics within a diffracted society. Here, the economic system operates solely on market forces of supply and demand, devoid of any other guiding factors. In contrast, a fused society sees religious, social, or familial influences

► Economic dynamics within a diffracted society.

► Discrimination and favouritism

shaping its economy, resembling a barter exchange system where pricing is rarely a concern. A prismatic society combines elements of both market and traditional economies, resulting in an inability to establish standard prices for goods and services.

Within the Bazaar Canteen Model, a select few wield control over economic institutions, exploiting the majority. Practices like bargaining, discounts, and corruption are prevalent. Discrimination and favouritism are rampant, with service prices fluctuating based on personal relationships, geographical location, and timing. Family ties, personal connections, and political influence dictate pricing, fostering black markets, hoarding, adulteration, and inflation. Economic growth in such societies outpaces capital accumulation, leading businessmen to seek influence in political and administrative spheres for personal gain. Consequently, exploitation, poverty, and social injustice characterise the Bazaar Canteen Model.

### 2.1.1.6 Prismatic Model: Revised

Riggs, recognising the shortcomings of his earlier 'one-dimensional approach' in his models, revised them in his later work 'Prismatic Society Revisited' (1975). Initially, his models categorised societies as fused, prismatic, and diffracted based on varying levels of differentiation. However, in his updated formulations, Riggs introduced a second dimension involving levels of integration among societies characterised as differentiated and prismatic.

► differentiation and integration

By introducing this two-dimensional approach encompassing both differentiation and integration, Riggs organised societies along a spectrum of integration and mal-integration. He further subdivided diffracted and prismatic models based on varying degrees of integration. Consequently, diffracted societies were reconceptualised as eo-diffracted, ortho-diffracted, and neo-diffracted, while prismatic societies were also reconceptualised as eo-prismatic, ortho-prismatic, and neo-prismatic.

► Differentiated but mal-integrated

This new two-dimensional framework denotes that a diffracted model refers to a society that is both differentiated and integrated, while a prismatic model refers to a society that is differentiated but mal-integrated. The prefixes attached to both models imply different relationships between differentiation and integration.

Riggs utilised these reformulated models to elucidate social

► social tensions in developed societies

tensions in developed societies such as America. He argued that social tensions in developed nations, such as urban crises, racial violence, and student uprisings, stem from misalignments in differentiation and integration. Conversely, more stable and peaceful conditions in underdeveloped countries may indicate less disparity in differentiation and integration within prismatic societies. Riggs' reformulations are thus more insightful in understanding the nuances of developing and developed societies.

### 2.1.1.7 Criticism

► muddling rather than clarifying concepts

Critiques abound regarding Riggs' ecological approach, particularly focusing on several key points. Firstly, Riggs's propensity for introducing new terminology and assigning alternative meanings to existing terms has drawn criticism from some scholars. While innovation in language can aid in conveying complex ideas, excessive use of novel terminology and redefining existing terms risks muddling rather than clarifying concepts. Riggs's inclination towards borrowing from the Physical Sciences to bolster the scientific veneer of his models is also noteworthy. However, this approach does not inherently transform administration into a science.

► lack of adaptability

Moreover, concerns are raised about Riggs's models' lack of adaptability to address the imperative of social change within development administration. Hahn-Been Lee, for instance, questions the efficacy of the prismatic and Sala models in facilitating social transformation. Lee views Riggs's models as equilibrium-oriented, suitable for maintaining existing systems rather than catalysing change. Consequently, when administrations aim to enact systemic changes, Riggs's models may prove inadequate.

► Absence of quantitative metrics

Furthermore, Riggs's models encounter challenges in practical application due to the absence of quantitative metrics. The difficulty arises in measuring and categorising societies within the framework of his models. Without standardised measurement scales, distinguishing between prismatic, diffracted, and fused societies becomes arbitrary. This leads to Daya Krishna's assertion that without empirical evidence, Riggs's models rely heavily on assumptions, casting doubt on their validity.

Riggs displayed a bias toward emphasising the negative aspects of a prismatic society rather than acknowledging its positive attributes. He predominantly portrayed formalism in a



- bias toward emphasising the negative aspects of a prismatic society

negative light, focusing solely on its adverse effects. However, there are instances where deviating from strict adherence to rules and regulations can lead to beneficial outcomes, such as expedited administrative processes under effective leadership. In contexts like India, where strong leadership exists, formalism often becomes dysfunctional, reflecting a non-ecological perspective. In response to Riggs' negative view of formalism, Valson introduces the concept of positive formalism.

- ethnocentrism

It is undeniable that formalism naturally accompanies attempts to enhance performance levels. It can be interpreted as indicative of people's aspirations to achieve greater performance standards. When institutions and individuals aim for higher goals and norms, they can improve their performance. Instead of viewing formalism merely as a hindrance to realising good intentions, it should be recognised as a characteristic with both positive and negative aspects. Riggs' approach was also criticised due to ethnocentrism as his classification of societies into fused, prismatic, and diffracted categories is based on values inherent in a capitalist system. The characteristics attributed to the diffracted model align closely with those of a capitalist system, suggesting its superiority over other models. This approach reflects a bias towards capitalist values and thus suffers from ethnocentrism.

## 2.1.2 Institutional Approach

- role and functioning of institutions within the administrative framework

The institutional approach is one of the methods of study in social science. It refers to how organisational structures, norms, practices, and patterns of social relationships are connected to the broader social and cultural environment of the organisation. In development administration, it concentrates on the role and functioning of institutions within the administrative framework of a country or region. In other words, its focus is on how institutional structures, processes, and arrangements shape development outcomes, policy implementation, and governance effectiveness. This approach is significant in development administration due to various reasons.

- Structural Analysis

Firstly, the institutional approach involves analysing the organisational structures, mandates, and functions of government agencies, as well as other formal and informal institutions involved in development processes. Practitioners and policymakers can identify strengths, weaknesses, and areas for improvement in the administrative system by comparing roles and responsibilities of different institutions.



► Policy Implementation

Secondly, institutions play a crucial role in translating policy objectives into concrete actions and outcomes. The institutional approach examines how institutional arrangements, procedures, and capacities influence the implementation of development policies and programs. By assessing the effectiveness of institutional mechanisms for policy implementation, governments can enhance policy coherence, coordination, and delivery.

► Governance and Accountability

Similarly, institutions are central to ensuring accountability, transparency, and integrity in governance processes. The institutional approach focuses on mechanisms such as checks and balances, regulatory frameworks, and oversight mechanisms that promote accountability and prevent abuses of power. Governments can enhance public trust in government institutions and improve governance outcomes by strengthening institutional accountability mechanisms

► Capacity Building

In addition, effective institutions require adequate human, financial, and organisational capacities to fulfil their mandates. The institutional approach emphasises building the capacity of government agencies and institutions through training, institutional reforms, and organisational development initiatives. Governments enhance the efficiency, effectiveness, and responsiveness of public institutions, improving service delivery and governance performance through capacity building.

► Policy Learning and Adaptation

Another aspect is that institutions shape policy processes, decision-making dynamics, and policy learning mechanisms within governments. The institutional approach examines how institutions facilitate learning, innovation, and adaptation in response to changing development challenges and contexts. By fostering a culture of policy experimentation, evaluation, and learning, governments can improve the effectiveness and relevance of their development policies and strategies.

► Institutional Change and Reform

The institutional approach also recognises that institutions are not static but evolve in response to internal and external pressures. It emphasises the importance of institutional change and reform initiatives aimed at addressing institutional weaknesses, improving governance structures, and enhancing institutional effectiveness. Institutional reforms help governments to strengthen their administrative capacity, promote institutional resilience, and adapt to new development challenges and opportunities.

### ► Cross-Cutting Issues

Finally, institutions intersect with various cross-cutting issues such as gender equality, social inclusion, environmental sustainability, and human rights. The institutional approach considers how institutional arrangements and practices affect the promotion of these cross-cutting objectives. By mainstreaming gender-responsive, inclusive, and sustainable approaches into institutional policies and practices, governments can advance more equitable and sustainable development outcomes.

In conclusion, the institutional approach in development administration provides a framework for understanding how institutions shape development processes, governance dynamics, and policy outcomes. Governments can strengthen their administrative capacity, enhance governance effectiveness, and advance sustainable development goals by focusing on institutional analysis, capacity building, governance reforms, and cross-cutting issues.

### 2.1.3 Participatory approach

The participatory approach in development administration emphasises the active involvement of citizens, communities, and stakeholders in decision-making processes, policy formulation, and implementation of development initiatives. This approach recognises the importance of local knowledge, perspectives, and priorities in shaping development outcomes and seeks to empower marginalised groups, enhance accountability, and promote sustainable development. Scholars like Robert Chambers, and Amartya Sen are the main proponents of the participatory approach in development. The main features of this approach are as follows.

1. **Empowerment of Communities:** Participatory approaches empower communities by giving them a voice in decisions that affect their lives. It promotes the involvement of community members in the planning, implementation, and evaluation of development projects. It nurtures ownership, self-determination, and empowerment, ensuring that government interventions are responsive to local needs and aspirations.
2. **Enhance Accountability and Transparency:** Participatory processes promote transparency and accountability by making decision-making processes more open, inclusive, and responsive to citizen input. By engaging citizens in monitoring and oversight activities, participatory ap-

► Features of Participating Approach

proaches help ensure that resources are allocated efficiently, public services are delivered effectively, and government actions are accountable to the people they serve.

3. **Building Social Capital and Trust:** Participatory approaches nurture social cohesion, trust, and collaboration among diverse stakeholders by creating spaces for dialogue, cooperation, and collective action. It strengthens social networks and fosters mutual understanding, and consensus-making among different stakeholders around common goals.
4. **Promotion of Equity and Social Justice:** Participatory approaches arrange the inclusion of marginalised groups, ensuring that their voices are heard and their interests are represented in decision-making processes. By addressing power imbalances, discrimination, and exclusion, participatory approaches promote equity, social justice, and human rights, empowering marginalised communities and reducing inequalities.
5. **Increasing Development Effectiveness:** Participatory approaches improve the relevance, effectiveness, and sustainability of development interventions by tapping into local knowledge, resources, and capacities. Participatory processes, by involving stakeholders from the beginning, help to identify context-specific solutions, leverage local assets, and build on existing community strengths, leading to more impactful and sustainable development outcomes.
6. **Promotion of Innovation and Creativity:** Participatory approaches encourage innovation and creativity by bringing together diverse perspectives, experiences, and ideas. By creating platforms for collaborative problem-solving and knowledge exchange, participatory processes enable stakeholders to co-create solutions, experiment with new approaches, and adapt strategies to changing contexts, driving continuous learning and improvement in development administration.
7. **Strengthening Democracy and Governance:** Participatory approaches deepen democracy by expanding opportunities for citizen engagement, deliberation, and political participation. By creating a culture of dialogue, inclusivity, and civic engagement, participatory processes contribute



to building democratic institutions, promoting accountable governance, and enhancing the legitimacy of government actions, thereby strengthening democratic governance systems.

## 2.1.4 Theories of Robert Chambers

Robert Chambers is a pioneering scholar whose work has significantly shaped the field of development studies, particularly in the field of participatory development. His theories and methodologies emphasise the importance of involving local communities in decision-making processes, understanding their perspectives, and empowering them to actively participate in their development. Chambers' work challenges traditional top-down development approaches, advocating for more inclusive and bottom-up strategies that give preference to the voices and agency of marginalised communities.

► inclusive and bottom-up strategies

### 2.1.4.1. Participatory Rural Appraisal (PRA)

One of Chambers' most notable contributions is the development of Participatory Rural Appraisal (PRA) techniques. PRA is a methodology for engaging with communities to collect and analyse information about their needs, resources, and priorities. Unlike conventional surveys or assessments conducted by external experts, PRA emphasises the participation of community members themselves in data collection and analysis. This approach helps to ensure that development interventions are based on a nuanced understanding of local contexts and the needs of the people they aim to serve.

► methodology for engaging with communities

### 2.1.4.2. Power and Knowledge in Development

Chambers' work also explores the dynamics of power and knowledge in development processes. He emphasises the need to recognise and address unequal power relations between development practitioners, policymakers, and local communities. Chambers argues that traditional development approaches often marginalise the voices of the poor and vulnerable, perpetuating existing power imbalances. By promoting participatory approaches that empower marginalised groups, Chambers seeks to democratise development decision-making and promote social justice.

► dynamics of power and knowledge in development processes

### 2.1.4.3. Participatory Development Communication

Chambers advocates for the use of participatory



► engaging communities in dialogue and collective decision-making

communication methods in development initiatives. Rather than relying solely on top-down dissemination of information, participatory communication involves engaging communities in dialogue and collective decision-making processes. This approach facilitates knowledge sharing, mutual learning, and empowerment, enabling communities to take ownership of their development trajectories.

In conclusion, Robert Chambers' theories in development underscore the importance of participatory approaches that promote the knowledge, perspectives, and agency of local communities. His work challenges conventional development paradigms and offers innovative methodologies for fostering inclusive and sustainable development outcomes.

## 2.1.5 Elinor Ostrom on Development

► Governance of Common Pool Resources(CPRS)

Elinor Ostrom, a prominent scholar in the field of political science and economics, made significant contributions to the understanding of development through her innovative theories on governance of Common Pool Resources (CPRs) and collective action. Her work challenges the traditional top-down approaches to development and emphasises the importance of local participation, cooperation, and self-governance.

Elinor Ostrom's theories in development focus on the governance of Common Pool Resources (CPRs) and collective action, offering insights into sustainable development practices and community-based management strategies. Ostrom's groundbreaking research, often referred to as the Institutional Analysis and Development (IAD) framework, challenges conventional wisdom that CPRs are inevitably prone to overuse and degradation in the absence of external regulation or privatisation. Instead, she demonstrates that under certain conditions, communities are capable of managing their resources sustainably through self-organisation and institutional arrangements.

### 2.1.5.1 Key Principles and Theories of Elinor Ostrom

Ostrom has proposed many theories and principles of development. These principles are very relevant in development administration. She supports polycentric governance systems. It entails multiple, nested layers of decision-making institutions operating at various scales (local, regional, national). Decentralised governance structures empower local

► Polycentric Governance

communities to tailor management strategies to their specific contexts while fostering cooperation and coordination among stakeholders.

► Design Principles for Sustainable Resource Management

Ostrom also identified a set of design principles that characterise successful CPR governance institutions. These principles include clearly defined boundaries, collective choice arrangements, monitoring mechanisms, graduated sanctions, conflict resolution mechanisms, minimal recognition of rights to organise, and nested enterprises. By adhering to these principles, communities can establish effective governance frameworks that ensure equitable access to resources and prevent overexploitation.

► Collective Action and Cooperation

Likewise, Ostrom's research highlights the importance of collective action and cooperation in achieving sustainable development outcomes. She emphasises the role of trust, reciprocity, and social norms in facilitating collaborative resource management efforts. Through detailed case studies of diverse CPR systems worldwide, Ostrom demonstrates that communities are capable of self-organising to overcome collective action dilemmas and achieve mutually beneficial outcomes.

► Empirical Research and Contextual Analysis

In addition, Ostrom's work is grounded in empirical research and contextual analysis, stressing the need for context-specific solutions to development challenges. By studying diverse socio-ecological systems and governance arrangements, she uncovers the underlying principles and mechanisms that enable communities to govern CPRs effectively. Ostrom's approach underscores the importance of interdisciplinary research and engagement with local knowledge systems in informing policy and practice.

Overall, Elinor Ostrom's theories in development offer valuable insights into the governance of common pool resources and collective action processes, challenging conventional paradigms and highlighting the potential for decentralised, community-based approaches to foster sustainable development. Her theories have had a profound impact on policy-making and development practice, inspiring scholars, practitioners, and policymakers to reevaluate traditional approaches to resource management and governance.

## 2.1.6 Edward Widener

Edward Widener is a prominent figure in development



administration. He is particularly known for his significant contributions to the understanding and implementation of development policies in developing countries. His work spanned various areas, including public administration, policy analysis, and international development.

### 2.1.6.1 Contributions of Edward Widner

Edward Widener made substantial contributions in development administration. One of his significant contributions is regarding the analysis and formulation of development policies. He highlighted the importance of evidence-based decision-making and the need for rigorous analysis of socio-economic factors influencing development outcomes. His research provided insights into the complexities of development processes and offered practical recommendations for policymakers.

#### ► Policy Analysis and Formulation

Widener also argued for the establishment of robust institutions as a prerequisite for sustainable development. He stressed the significance of effective governance structures, bureaucratic reforms, and capacity-building initiatives to enhance the delivery of public services and promote economic growth. His work highlighted the role of institutions in fostering development and addressing governance challenges in developing countries.

#### ► Institutional Development

Similarly, Widener was actively involved in capacity-building efforts aimed at strengthening administrative capabilities in developing countries. He developed training programmes, conducted workshops, and collaborated with international organisations to enhance the skills of public officials and administrators. His efforts focused on empowering local institutions and building indigenous expertise to support the implementation of development initiatives.

#### ► Capacity Building and Training

Another key role played by Widner is in promoting international cooperation for development. He facilitated partnerships between governments, multilateral agencies, and civil society organisations to mobilise resources and expertise for development projects. His advocacy for inclusive and participatory approaches to development cooperation contributed to the establishment of collaborative frameworks aimed at addressing global development challenges.

#### ► International Development Cooperation

Lastly, Widener emphasised the importance of monitoring



### ► Evaluation and Monitoring

and evaluation in assessing the effectiveness of development programs. He developed methodologies for evaluating project outcomes, measuring impact, and identifying areas for improvement. His work enhanced accountability mechanisms and promoted learning-oriented approaches to development planning and implementation.

### 2.1.6.2 Eight Models of Development

Edward W. Weidner has formulated eight distinct models based on directional growth, system change, and planning. His models offer insights into various approaches to development:

### ► Directional growth, system change, and planning

1. **The Ideal: Planned Directional Growth with System Change:** Weidner envisions development as a continuous process, where plans are crafted for growth towards modernisation and socio-economic progress. This model stresses coordinated efforts to achieve set goals. However, practical implementation often faces constraints due to limitations within political and administrative systems, leading to challenges in realising planned changes.
2. **Short-run Payoff: Planned Directional Growth with No System Change:** This model focuses on maximising short-term development within existing systems. It appeals to leaders facing political instability or limited technical assistance. While it may yield immediate gains, its long-term impact is constrained by the unchanged underlying system.
3. **The Long-run Payoff: Planned System Change with No Directional Growth:** Here, preference is given to system change over directional growth. Weidner highlights the potential adverse effects of system changes on overall growth, citing examples like land reforms impacting agricultural production.
4. **Failure: Planning with No Growth or System Change:** This model explores instances where development planning fails to accelerate growth or enact significant system changes. Weidner illustrates this with a case study of budget reforms in Vietnam, demonstrating the complexities of implementing changes within bureaucratic structures.
5. **Environmental Stimulus: Unplanned Directional Growth with System Change:** Weidner discusses how unplanned growth can still lead to modernisation and socio-economic

progress, driven by environmental factors and pragmatic adaptations.

6. **Pragmatism: Unplanned Directional Growth with No System Change:** Mildly liberalising regimes often witness unplanned growth without significant system changes. This model prioritises short-term gains and adjustments to changing circumstances.
7. **Crisis: Unplanned System Change with No Directional Growth:** Weidner explores how crises prompt unplanned system changes, often without directional growth. These changes may be responses to emergencies or external shocks, leading to formalistic adjustments rather than holistic development.
8. **Static Society: No Plans, No Change:** In societies resistant to change, development efforts may face stagnation. Weidner suggests that even in such environments, change can be introduced through planned or unplanned means, though it may encounter significant resistance.

Edward Widener's contributions have left a lasting impact on the field of development administration. His research, advocacy, and practical interventions have influenced policy debates, shaped institutional practices, and inspired generations of development practitioners. Weidner's models offer a comprehensive framework for understanding the complexities and challenges of development administration, highlighting the interplay between planned interventions, unplanned growth, and systemic changes. His theories have been instrumental in advancing our understanding of the complex challenges facing developing countries and in shaping strategies for inclusive and sustainable development

### 2.1.7 M.Gandhi and Development

► alternative to the mainstream theories

Though Mahatma Gandhi was not a development economist, his theories are important in development as they stand as an alternative to the mainstream theories of economists based on economic considerations. Gandhi's theory of development is also a reflection of his overall concept of nation and society.

Gandhi's economic ideas are deeply intertwined with his broader life philosophy, aiming to establish an ideal socialist society. His key principles include humanism, emphasising the centrality of individuals and their moral growth; simple living,

► Gandhi's vision for a society

prioritising moral development over material accumulation; social justice, advocating for the redistribution of resources to address inequalities; non-violence, promoting peaceful means for social change and economic organisation; love and cooperation, fostering relationships based on mutual respect and support rather than self-interest; and harmony, emphasising self-sufficiency and balance between economic needs and resources. These principles collectively outline Gandhi's vision for a society where individuals live in harmony, with equitable distribution of resources and a focus on moral values over material wealth.

Gandhi's economic philosophy encompassed several key ideas aimed at fostering social justice, equality, and inclusive growth:

1. **Capital:** Gandhi viewed capital as essential for wealth creation, emphasising the cooperation between money capital and labour capital. He advocated the decentralisation of capital ownership and state control over its use to mitigate exploitation.
2. **Labour:** Gandhi highlighted the exploitation of labour in capitalist systems and proposed for fair wages to bridge the gap between capitalists and workers. He opposed reducing individuals to mere cogs in industrial machinery, highlighting their independence and creativity.
3. **Profits:** Gandhi regarded profits as the surplus of total receipts over production costs. He criticised technological improvements that led to increased profits for entrepreneurs at the expense of unemployment and reduced wages for workers.
4. **Employment:** Gandhi stressed the importance of full employment, particularly in rural areas, where large-scale industries often fail to provide sufficient job opportunities. He proposed the development of village and cottage industries as a solution to unemployment.
5. **Production:** Gandhi favoured decentralised production by small units, particularly in villages, as it increased employment and efficiency. He believed that small-scale production was more economical and sustainable than large-scale industries.
6. **Technology:** While Gandhi recognised the benefits of

technology, he cautioned against its indiscriminate use, particularly when it led to unemployment and starvation. He prioritised human considerations over technological advancement.

7. **Poverty and Inequality:** Gandhi attributed poverty to the inequality perpetuated by affluence. He was an advocate for equitable distribution of resources and moral values in economic transactions to address poverty and inequality.
8. **The Principle of *Satyagraha*:** Gandhi's principle of *Satyagraha* gave importance to nonviolent resistance for just causes, requiring clear moral distinctions, humility, and a willingness to sacrifice. He believed in constructive social work alongside nonviolent struggle.

### 2.1.7.1 Principle of Self-Sufficiency

► Combating poverty and colonialism through economic self-sufficiency.

Gandhian development aims to establish self-sufficiency at the community level, with each area being self-reliant. Gandhi advocated for a basic unit of self-containment within a five-mile radius, tailored to the natural consumption requirements of its inhabitants. These requirements are influenced by geographical, physiological, cultural, and occupational factors, necessitating region-specific production plans. Gandhi's socio-economic philosophy, influenced by Henry David Thoreau, focused on combating poverty and colonialism through economic self-sufficiency. He promoted Swadeshi and non-cooperation to boycott foreign goods and empower local industries, particularly in textiles. Gandhi's activism extended to championing the rights of farmers and workers, addressing oppressive policies and social injustices. He established ashrams promoting self-sufficiency, spiritual development, and trusteeship, where residents managed resources collectively. Overall, Gandhi's vision emphasised local empowerment, economic independence, and social justice as integral to national development.

### 2.1.7.2 Balanced Growth

Gandhi proposed a nuanced theory of balanced growth that goes beyond mere economic considerations, aiming at holistic human happiness and moral development. His approach entails several dimensions of balance: philosophical, structural, ecological, technological, and distributional. Philosophical balance involves optimising production while ensuring moral



- philosophical, structural, ecological, technological, and distributional balances

progress, while structural balance emphasises decentralisation to prevent urban dominance over rural areas. Ecological balance underscores the need to harmonise human activities with the environment, while technological balance champions a judicious mix of small and large-scale technologies to avoid rural displacement and unemployment. Lastly, distributional balance calls for strategies to reduce income inequality and ensure equitable growth, aligning with Gandhi's vision of dynamic equilibrium and regional development over rapid but unequal urban-centric industrialisation.

### 2.1.7.3 Trusteeship

- production is guided by societal needs rather than personal interests

The Gandhian concept of trusteeship proposes a transformation of the capitalist society into an egalitarian one, offering the owning class a chance for self-reform while recognising society's authority over property ownership for collective welfare. Legislative regulation of wealth ownership is endorsed to prevent selfish use, suggesting limits on individual wealth accumulation to ensure equitable distribution. In this vision, production is guided by societal needs rather than personal interests, advocating for non-exploitative technology that empowers workers, increases productivity, and produces goods essential for their well-being, thereby promoting social justice and equality.

### 2.1.7.4 *Sarvodaya*

- integration of noble ends with ethical means

Gandhi's *Sarvodaya* Plan embodies his vision of true economics rooted in social justice and moral values, advocating for the dignity of all individuals and the importance of moral growth over material development. He sought to bridge the perceived contradiction between economic and human development through *Sarvodaya*, which aims for the all-round well-being of all individuals and promotes nonviolent socialism. The plan includes provisions for economic equality, communal harmony, empowerment of cultivators and labourers through organising committees and unions, universal education, and the revival of hand-spinning. Gandhi's *Sarvodaya* Plan stresses the integration of noble ends with ethical means, envisioning a society based on principles of nonviolence, truth, love, and cooperation.

In conclusion, while Gandhi's philosophy may be largely ineffective in practice, he deserves acknowledgement for



highlighting the significance of small-scale industries and agriculture in India's economic development. Most economists acknowledge the importance of small-scale industries and argue for their decentralisation in a densely populated, predominantly rural, and underdeveloped country like India. Gandhi also correctly identified that in such an economy, the restructuring and rejuvenation of agriculture are essential prerequisites for economic progress. According to him, development must originate from the grassroots level, driven by the people themselves.

## Summarized Overview

The unit explores various theoretical perspectives and assumptions in development administration, focusing on the ecological, participatory, and institutional approaches. It begins by elucidating the ecological approach, which underscores the interdependence between administrative systems and their socio-cultural environments. F.W. Riggs, the key proponent of this approach, categorises societies into fused, prismatic, and diffracted models based on structural and functional analyses.

The unit then discusses the institutional approach, emphasising the role of institutions in shaping development outcomes and governance effectiveness. Following this, the participatory approach is examined, emphasising the active involvement of citizens and communities in decision-making processes and development initiatives. The contributions of Robert Chambers, Elinor Ostrom and Edward Widner are thoroughly discussed, highlighting the peculiarities of their analysis regarding empowerment of communities, enhancement of accountability, and promotion of equity and social justice. Elinor Ostrom's research on common pool resources and collective action challenges traditional development paradigms and promotes community-based management strategies.

Lastly, the unit discusses the contributions of M. Gandhi to development administration, focusing on economic philosophy emphasising social justice, equality, and inclusive growth. His concepts such as Self-sufficiency, Trusteeship, and *Sarvodaya* pose challenges to the mainstream approaches to development. Overall, the chapter provides a comprehensive overview of various theoretical perspectives and assumptions in development administration, highlighting their significance in shaping policies and practices for inclusive and sustainable development.

## Self-Assessment

1. Discuss the main characteristics of prismatic society.
2. Analyse Gandhi's views on Development.
3. Explain the contributions of Edward Widner in development administration.
4. Identify key principles of Elinor Ostrom's development theory.

## Assignments

1. Compare and contrast the ecological, participatory, and institutional approaches to development administration.
2. Explain the main characteristics of Fred W. Riggs' ecological approach, focusing on the fused, prismatic, and diffracted models.
3. Discuss the significance of the participatory approach in development administration, concerning the theories of Robert Chambers.
4. Assess the contributions of Elinor Ostrom to the understanding of development through her theories on governance of common pool resources and collective action.
5. Examine M. Gandhi's theories on development administration, focusing on his economic philosophy and concepts such as Swaraj, Trusteeship, and Sarvodaya. How do Gandhi's principles offer alternative perspectives to mainstream approaches to development?

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## Space for Learner Engagement for Objective Questions

Learners are encouraged to develop objective questions based on the content in the paragraph as a sign of their comprehension of the content. The Learners may reflect on the recap bullets and relate their understanding with the narrative in order to frame objective questions from the given text. The University expects that 1 - 2 questions are developed for each paragraph. The space given below can be used for listing the questions.





## UNIT 2

# Growth and Development

### Learning Outcomes

Upon the completion of this unit, the learner will be able to:

- ▶ explain the meaning and importance of Sustainable Development
- ▶ assess the Human Development approaches of Amartya Sen, Martha Nussbaum, and Mahbub Ul-Haq
- ▶ examine the different meanings and importance of Gender development

### Background

The rise of development concepts like sustainable development, human development, and gender development emerged in response to complex socio-political challenges of the 20th century. Traditional development strategies, which prioritized rapid economic growth, led to widespread environmental degradation, economic inequality, and social exclusion. This model was largely shaped by industrialization, where economies were driven by resource exploitation and unregulated growth, often favoring the wealthy at the expense of marginalized communities and the environment. As ecological crises escalated and income disparities widened, it became evident that economic progress alone was insufficient for meaningful societal advancement. This period witnessed a global reckoning, with social movements, ecological disasters, and the advocacy of intellectuals and activists pushing for a shift toward more inclusive, equitable, and environmentally conscious models of development.

In response, new frameworks were proposed to address these multidimensional issues. Sustainable development emerged to emphasize the balance between economic growth, environmental protection, and social well-being, proposing that progress must not compromise the future's natural resources and quality of life. The concept of human development, introduced by thinkers like Amartya Sen, Mahbub ul Haq, and Martha Nussbaum, broadened the scope of development to encompass individual freedoms, quality of life, and access to education, healthcare, and opportunities. Gender development arose as an essential element, highlighting the need to dismantle systemic inequal-

ities that women and marginalized genders faced globally, with a focus on empowering all individuals. Together, these concepts reframed development to be more holistic and just, recognizing that true progress must enhance both human and environmental well-being.

## Keywords

Environmental protection, Capability Approach, Gender Development Index(GDI)

## Discussion

### 2.2.1 Sustainable Development

Sustainable development has emerged as a key focus of global discourse, especially following the United Nations Conference on Environment and Development (UNCED) held in Brazil in 1992. The term gained prominence as countries grappled with the challenges of balancing economic growth with environmental conservation. Globally, achieving sustainable development is one of the most complex challenges, largely due to increasing population growth and rising per capita consumption, both of which place immense pressure on natural resources.

► "environmental refugees"

The World Commission on Environment and Development (WCED) highlighted additional global pressures like climate change, ozone depletion, and biodiversity loss, which further complicate efforts toward sustainability. These issues affect both developing and industrialised nations, with the impacts felt most acutely in vulnerable regions. Excessive energy use and rapid population growth exacerbate these challenges, leading to new social phenomena such as "environmental refugees," a term used to describe those displaced by environmental crises. Observers have warned that the social and economic disruptions from environmental degradation could lead to significant increases in these environmental refugees in the future.

Proponents of sustainable development argue that it provides a critical framework for promoting long-term global sustainability. "Green development" is seen as an achievable

- ▶ "Green development" is seen as an achievable path

path, where inclusive growth can reconcile rapid economic expansion, poverty alleviation, and environmental conservation. The Brundtland Report, published by the WCED, famously defined sustainable development as "meeting the needs of the present without compromising the ability of future generations to meet their own needs." The report also underscored the importance of local community engagement, driven by grassroots initiatives, in addressing developmental challenges.

- ▶ drawing inspiration from traditional societies

Historically, traditional societies have demonstrated responsible resource management, using indigenous knowledge to sustain forests, water, and soil. These practices have been honed over generations through lived experiences. Recently, developed nations have begun recognising the environmental costs of their consumerist lifestyles, leading to a shift toward sustainable consumption patterns. This realisation includes drawing inspiration from traditional societies, whose approaches to resource management are deeply embedded in local customs and cultural practices.

- ▶ strong local involvement

Environmental issues such as land erosion, water pollution, and deforestation are often best addressed at the local level. National and provincial authorities may have limited influence because decision-making on resource use is rooted in local traditions. Therefore, the shift toward sustainable development requires not just international agreements but also strong local involvement, drawing on cultural and traditional practices that promote responsible resource stewardship.

### 2.2.1.2 Meaning of Sustainable Development

- ▶ Meeting the needs of the present without compromising the ability of future generations to meet their own needs

The concept of sustainable development famously articulated in the Brundtland Report titled "Our Common Future," defines it as "meeting the needs of the present without compromising the ability of future generations to meet their own needs." This principle emphasises equity both within and between human generations. Sustainable development has become a central focus in development planning and resource management due to the global and local impacts of environmental degradation. It encompasses economic, environmental, and social dimensions, aiming for a balanced and adaptive process of change. Contrary to the traditional view that economic development takes precedence over environmental protection, there has been a shift towards recognising the importance of environmental conservation and pollution control. This shift is driven by the



understanding that such measures are essential to safeguard life-supporting natural systems and improve living standards. Policymakers increasingly acknowledge the necessity of sustainable socio-economic development to meet the needs of both current and future generations.

However, there are critiques of the current definition of sustainable development. Some argue that it fails to adequately address intergenerational and interspecies inequities, and thus falls short of broader human goals such as happiness, equality, justice, and peace. This suggests a need for a more comprehensive approach to sustainable development that considers broader ethical and social dimensions beyond purely environmental and economic concerns.

### 2.2.1.3 Scope of Sustainable Development

► fosters harmony between natural resources and society

It is imperative that development remains sustainable, as it conserves resources in the national budget, meets the populace's needs, fosters harmony between natural resources and society, and preserves those resources for future generations. The overarching goal of sustainable development is to satisfy present needs without jeopardising those of future generations. This necessitates a departure from current resource consumption patterns to ensure an ample supply for the future.

Achieving stability and reduction in carbon emissions is pivotal for adhering to environmental constraints. Sustainable development contends that adhering to appropriate economic, social, and environmental parameters will establish a genuinely sustainable healthcare system, one primed for the future. The scope of sustainable development is extensive, spanning social, economic, environmental, and institutional domains.

- **Social Dimension:** The social facet of sustainable development encompasses cultivating a robust, equitable society, focusing on eradicating hunger, promoting health and well-being, ensuring quality education, managing population growth, and fostering gender equality.
- **Economic Dimension:** The economic aspect of sustainable development centres on the financial welfare of the populace, emphasising poverty eradication, fostering a sustainable economy, generating employment opportunities (particularly for women), promoting decent work



and economic growth, managing natural resources, and advocating responsible consumption and production.

- **Environmental Dimension:** The environmental component of sustainable development revolves around endorsing eco-friendly, biodegradable products, emphasising clean water and sanitation, promoting affordable and clean energy, curbing emissions from industry, transportation, and energy sectors, encouraging renewable energy sources, addressing climate change, and conserving natural resources and habitats.
- **Institutional Dimension:** The institutional dimension of sustainable development involves aspects such as industry, innovation, and infrastructure development, ensuring sound financial resources, promoting peace, justice, and strong institutions, fostering sustainable cities and communities, facilitating partnerships for the Sustainable Development Goals (SDGs), and fostering international cooperation.

### 2.2.1.3.1 United Nations Sustainable Development Goals (SDGs)

► 17 interconnected goals to guide global development

The United Nations has formulated 17 interconnected goals to guide global development from 2015 to 2030. These goals, known as the SDGs, encompass a range of targets and indicators aimed at ending poverty, safeguarding the planet, and fostering peace and prosperity by 2030. Achieving the SDGs necessitates collaborative efforts among governments, the private sector, civil society, and citizens to ensure a better future for succeeding generations.

► collaboration across multiple sectors

The SDGs underscore various cross-cutting issues, such as gender equity and education, which intersect with all goals. Achieving sustainable development requires collaboration across multiple sectors—economic, social, political, and environmental—to address interconnected development challenges effectively. Progress demands multidisciplinary and transdisciplinary research across these sectors, a task made challenging by inadequate government support. To ensure inclusivity, data collection must account for vulnerable groups such as children, the elderly, persons with disabilities, indigenous peoples, migrants, and internally displaced persons. The COVID-19 pandemic had significant impacts on all 17 goals in 2020, which will be examined in detail in subsequent units.

### 2.2.1.4 Importance of Sustainable Development

► long-term resilience and stability

Sustainable development is crucial as it seeks to balance economic growth, environmental preservation, and social equity to ensure that the needs of present and future generations are met. It puts the accent on the responsible use of natural resources, aiming to reduce environmental degradation while fostering inclusive economic opportunities and improving the quality of life for all. It addresses pressing global challenges such as climate change, poverty, and inequality by integrating environmental sustainability with social and economic development,. It also promotes long-term resilience and stability, ensuring that progress in one area does not come at the expense of others, thus fostering a more equitable and harmonious global community.

1. **Environmental Preservation:** Sustainable development lays stress on the conservation of natural resources and the protection of ecosystems. By promoting sustainable practices such as renewable energy, efficient resource management, and conservation efforts, it aims to mitigate environmental degradation and preserve biodiversity.
2. **Economic Stability:** Sustainable development encourages long-term economic growth that does not deplete resources or harm the environment. By fostering innovation, promoting green technologies, and investing in sustainable industries, it creates opportunities for economic development while minimising negative environmental impacts.
3. **Social Equity:** Sustainable development aims to improve the quality of life for all members of society, including marginalised and vulnerable populations. By promoting social inclusion, equitable access to resources, and participatory decision-making processes, it seeks to reduce poverty, inequality, and social injustice.
4. **Intergenerational Equity:** Sustainable development recognises the rights of future generations to inherit a healthy and prosperous planet. By adopting sustainable practices today, we ensure that future generations will have access to the same resources and opportunities that we enjoy.
5. **Resilience to Climate Change:** Sustainable development is essential for building resilience to the impacts of climate change. By reducing greenhouse gas emissions, increasing

climate resilience, and adapting to changing environmental conditions, it helps communities and ecosystems withstand the challenges posed by a changing climate.

6. **International Coordination and Cooperation:** Sustainable development requires collaboration and cooperation at the local, national, and international levels. By working together to address common challenges such as climate change, resource depletion, and poverty, nations can achieve shared goals and create a more sustainable future for all.
7. **Citizens' Participation:** The significance of sustainable development will be enhanced when citizens actively engage in executing sustainable development initiatives. By actively involving citizens in decision-making, planning, and implementation processes, sustainable development initiatives can harness local knowledge, promote inclusivity, foster innovation, and ultimately achieve more meaningful and lasting impact.

### 2.2.2 Human Development

The study and comprehension of Human Development (HD) have gained significance since the recognition of the disparity between income growth and human well-being. Sole reliance on income growth proves inadequate in ensuring the welfare of all individuals. The approach centred on income and economic growth highlights the importance of increasing incomes or expanding output. Conversely, the HD approach views the well-being of people as the ultimate goal of human development, regarding economic growth as a means toward that end. Economic growth is indeed essential but not adequate in itself for human development.

► well-being of people as the ultimate goal of human development

The augmentation of human capabilities, broadening of choices, empowerment of freedoms, and upholding of human rights are widely acknowledged in the development economics literature as components defining human development. The systematic measurement and monitoring of human development commenced with the inception of global human development reports (HDRs) in the 1990s, along with the introduction of human development indices such as the Human Development Index (HDI), Human Poverty Index - I and II, Gender-related Development Index (GDI), and Gender Empowerment Measure (GEM).

► Human Development Index (HDI)



### 2.2.2.1 Meaning of Human Development

Human development aims to enhance people's lives by expanding their choices, which involves investing in education, health, safety, and other aspects to build human capability. Equality, sustainability, productivity, and empowerment are its four pillars. While economic growth is crucial, its quality and distribution determine its impact on people's lives sustainably. The goal is to create an environment where people can lead long, healthy, and creative lives. Human development is intertwined with the concepts of rights, liberty, and justice.

► The UN Declaration  
on Human Rights  
(1948)

The idea of viewing humans as the end goal of development is not exclusive to the human development paradigm. The UN Declaration on Human Rights (1948) emphasises the freedom and equality of all individuals, including rights to work, education, health, and non-discrimination, aiming to prevent the atrocities of World War II from recurring. Human rights and human development share a vision to secure freedom, well-being, and dignity universally.

The concept of human development traces back to ancient philosophers like Aristotle and Immanuel Kant, who argued that humans are ends in themselves, not means to other ends. Modern economists such as Adam Smith, Robert Malthus, Karl Marx, and John Stuart Mill echoed this idea. While humans benefit from progress, they are also integral to production, acting as both beneficiaries and means of progress.

### 2.2.2.1 Approaches to Human Development

#### 2.2.2.1.1 Capability Approach: Amartya Sen

The human development approach has been greatly influenced by Amartya Sen's seminal contributions in welfare economics, social choice, poverty, and development economics. Sen's extensive body of work, including his 'capability approach,' has significantly shaped the field of economics and social sciences. The roots of this approach can be traced back to Aristotle, Adam Smith, and Karl Marx, who all discussed the significance of 'functionings' and 'capability' in determining well-being. According to Sen, "capability is a vector of functionings, reflecting the person's freedom to lead one type of life or another... to choose from possible livings." In essence, capabilities represent the substantive freedoms individuals have to live lives they value. Functionings are the

► removal of obstacles  
in people's lives

valuable activities and states that contribute to well-being, such as good health or education. Functioning is thus an individual's accomplishment, reflecting what they manage to do or be. This approach advocates the removal of obstacles in people's lives, enabling them to pursue valued functions freely. It calls for progressive social policies aimed at enhancing human capabilities, including improved health, education, skills, and equitable access to opportunities.

### Amartya Sen



Amartya Sen is a distinguished Indian economist and philosopher. He was born on November 3, 1933 at Santiniketan in Bengal of British India. He has been residing and working in the US and UK since 1972, contributing significantly to discussions on poverty, inequality, social justice, and development. His core argument is that development should prioritise expanding people's capabilities, which involve enhancing their real opportunities to pursue valued activities, such as being healthy, educated, and active in society. For Sen, development is about removing barriers that prevent individuals from living the lives they value.

Sen is critical of traditional economics for oversimplifying human motivations, suggesting that people are driven by goals related to justice, ethics, and the well-being of others, not merely self-interest. He recommends policies that expand people's freedoms and real opportunities. His work has revolutionised how economists approach issues like inequality and quality of life, promoting a more ethical, human-centred view of economics.

In 1998, Sen was awarded the Nobel Prize in Economics for his contributions to welfare economics. He has taught at prestigious institutions such as Harvard and Cambridge, where he held the title of Master of Trinity College. Among his numerous honours, he received India's Bharat Ratna in 1999 and the 2020 Peace Prize from the German Book Trade. Sen's research has had a lasting impact on global debates about social justice, inequality, and development, and continues to influence economists, policymakers, and philosophers worldwide.

### 2.2.2.1.2 Peculiarities of Sen's approach

We can identify following peculiarities in Sen's approach to development;

#### ► Focus on Capabilities

1. Sen's approach emphasises the concept of capabilities, which refers to the freedoms or opportunities that individuals have to lead lives they value. Instead of focusing solely on income or material wealth, Sen argues that human development should be assessed based on people's capabilities to achieve the kind of lives they desire, such as being healthy, educated, and able to participate in society.

#### ► Multidimensional Measurement

2. Unlike traditional measures of development that rely heavily on economic indicators like GDP per capita, Sen advocates for a multidimensional approach to development that considers various aspects of well-being, including health, education, political freedom, social inclusion, and access to opportunities. This broader perspective provides a more comprehensive understanding of human development beyond purely economic terms.

#### ► Focus on Agency and Freedom

3. Sen places a strong emphasis on individual agency and freedom in his approach to human development. He argues that development should be understood not only as the expansion of capabilities but also as the enhancement of people's freedoms to make choices and pursue their goals. This perspective highlights the importance of empowering individuals to participate in decision-making processes and shape their own lives.

#### ► Emphasis on Social Justice and Equity

4. Sen's approach to human development is deeply concerned with issues of social justice and equity. He argues that development policies should focus on the reduction of inequalities and the enhancement of opportunities for the most marginalised and disadvantaged groups in society. By focusing on the capabilities of the most vulnerable individuals, Sen's approach seeks to promote a more inclusive and equitable form of development.

#### ► Importance of Public Action

5. Sen emphasises the role of public action, including government policies and interventions, in promoting human development. He argues that governments have a responsibility to create enabling environments that facilitate the expansion of people's capabilities and freedoms. This may



► Dynamic and  
Context-Sensitive

involve investments in education, healthcare, infrastructure, social protection, and other public goods that are essential for human flourishing.

6. Sen's approach recognises that human development is dynamic and context-sensitive, varying across individuals, communities, and cultures. He emphasises the importance of understanding local contexts and priorities in designing development interventions and policies. This perspective highlights the need for participatory and inclusive approaches that engage local stakeholders and respect cultural diversity.

Overall, Amartya Sen's approach to human development offers a rich and nuanced framework for understanding and promoting human well-being. By focusing on capabilities, freedom, social justice, and equity, Sen's approach challenges traditional paradigms of development and provides a more holistic and inclusive vision of human flourishing.

### 2.2.2.2 Martha Nussbaum's Approach

► ten central human  
capabilities

Martha Nussbaum is an American philosopher. In her renowned work titled "Creating capabilities: The Human Development Approach" she critiques Sen's Capability Approach, arguing that it is incomplete. She points out that people's perceptions of value can be influenced by structures of inequality and discrimination, and not all human freedoms are equally valuable. Nussbaum suggests overcoming these limitations by expanding the evaluative space for public policy, proposing a list of ten central human capabilities.

Nussbaum presents a comprehensive list of the Central Human Capabilities:

1. Life: the ability to live a full human life without premature death or a life devoid of meaning.
2. Bodily Health: access to good health, including reproductive health, adequate nourishment, and shelter.
3. Bodily Integrity: freedom of movement, security against violence including sexual and domestic assault, and the freedom to make choices regarding reproduction and sexual satisfaction.



4. Senses, Imagination, and Thought: the capacity to use senses, imagine, think, and reason in a manner enriched by education, including literacy, basic mathematical and scientific skills, as well as the freedom to express oneself politically and artistically.
5. Emotions: the ability to form attachments, experience love, grief, longing, gratitude, and justified anger without emotional stunting due to fear and anxiety.
6. Practical Reason: the capability to conceptualise the good life and engage in critical reflection about life choices, with protection for freedom of conscience and religious observance.
7. Affiliation:
  - A. the capacity for social interaction, empathy, and recognition of others' situations, safeguarded by institutions supporting social affiliation and freedoms of assembly and political speech.
  - B. the right to self-respect and dignity, protected by provisions against discrimination based on various factors.
8. Other Species: the ability to coexist with and care for animals, plants, and the natural world.
9. Play: the freedom to laugh, play, and engage in recreational activities.
10. Control Over One's Environment: A) Political: the ability to participate in political decisions, enjoy free speech, and association rights. B) Material: the right to property ownership and employment opportunities without discrimination, as well as freedom from unjust search and seizure, with the ability to work with practical reason and in meaningful relationships with others.

► more holistic view of human development

In conclusion, Martha Nussbaum's approach to development significantly expands upon Sen's Capability Approach by addressing its perceived limitations. Through her framework of ten central human capabilities, she emphasises the importance of not only ensuring freedoms but also protecting individuals from inequalities and societal structures that hinder their ability to fully realise these freedoms. Her model offers a more holistic view of human development, where the well-



being of individuals is measured through their ability to lead meaningful, healthy, and dignified lives in a supportive and just environment. Nussbaum's contribution thus underscores the necessity of a multidimensional approach to public policy and human development.

### 2.2.2.3 Mahbubul Haq's views

► equity, efficiency, participation, and sustainability

Mahbubul Haq, the Pakistani economist and development theorist, identified four key considerations for human development: equity, efficiency, participation, and sustainability. Additionally, he acknowledged the importance of respecting human rights alongside these concerns. Haq outlined these principles as follows:

1. Equity, distinguished from equality, emphasises fair treatment for all segments of society. This involves implementing initiatives to support marginalised groups such as the poor, women, and the differently abled, enabling them to improve their quality of life.
2. Efficiency involves maximising the use of human and natural resources to enhance individual and societal capabilities while minimising waste.
3. Participation entails empowering individuals to actively influence the development process within their communities. This approach prioritises inclusive decision-making, ensuring that people are engaged at every stage of policy formulation and implementation.
4. Sustainability emphasises the need for development initiatives to endure over time without compromising the environment or depleting resources. This involves considering social, environmental, and financial factors to safeguard the interests of future generations.

In short, Mahbubul Haq's views on development provide a comprehensive framework that integrates equity, efficiency, participation, and sustainability with a strong emphasis on human rights. By advocating for inclusive growth that prioritises marginalised communities, efficient resource utilisation, active civic engagement, and long-term sustainability, Haq's approach redefines development beyond mere economic progress. His vision underscores the importance of fostering human potential

and well-being, creating a balanced and equitable development path that benefits both present and future generations.

### 2.2.3 Gender Development

► social aspect of being either male or female

Gender refers to the social aspect of being either male or female, while gender identity is the internal perception of being male or female, typically developed by most children by the age of three. It is important to note that gender is not solely about embodying traits considered masculine or feminine. According to the Children's Health Encyclopaedia, gender identity is an individual's sense of association with either the male or female sex, as reflected in their appearance, behaviour, and various facets of life. The World Economic Forum clarifies that gender extends beyond the common understanding of being synonymous with women; rather, it encompasses both men and women and their relative positions in society.

► equitable positions for both women and men

The term gender does not specifically denote women as a group in society. Instead, it serves as a tool for analysing the social dynamics related to women. This concept has emerged due to the discrimination between men and women in many societies especially in the distribution of the benefits of development. Therefore, this approach insists on equitable positions for both women and men in the developmental process. Understanding development from a gender perspective is essential for several reasons. Firstly, it highlights efforts to achieve equitable distribution of development benefits. Secondly, it acknowledges gender disparities and discrimination prevalent in societies worldwide. Thirdly, analysing development with a gender lens allows quantification of development outcomes and reveals the relative shares of different societal segments. This understanding aids in formulating targeted policies and goals for specific sectors.

#### 2.2.3.1 The Role of Gender in Development

Theoretical frameworks are essential for comprehending the evolution of development theories and policies. Initially, development efforts in the 1930s largely disregarded women, focusing instead on modernisation and the adoption of Western ideals. Post-World War II, the United States became a model for modernisation, with little consideration for equality across race, class, and gender in third world countries. Ester Boserup highlighted how development projects often marginalised

► Development efforts in the 1930s largely disregarded women

women, leading to the emergence of a new approach in the 1970s emphasising women's distinct roles and contributions. Recognising the importance of gender equality, the UNDP highlights women's empowerment across various development sectors such as democratic governance, poverty reduction, crisis prevention, and environmental sustainability. Acknowledging that a significant portion of the world's poor are women, efforts to uplift women from poverty and hunger should be a central focus for nations, given their critical roles in household and national development. Women's social and political participation is crucial for achieving true equality and inclusive decision-making processes.

► The emergence of a gender-sensitive approach

The historical trajectory of development thinking and policy has seen a transition from a focus on modernisation and Western ideals to a more inclusive approach that recognises the distinct needs and contributions of women. Initially, development initiatives largely ignored women's roles, but this began to change in the 1970s with the emergence of a gender-sensitive approach. The UNDP has since emphasised gender equality and women's empowerment across various development areas. However, despite progress, challenges persist, and the gap between policy and practice remains significant. Efforts to enhance women's participation in development include improvements in education and health, access to opportunities and resources, and agency in decision-making processes. Despite constitutional guarantees and international commitments, achieving gender equality in countries like India remains a complex challenge, requiring evaluation across multiple variables such as education, health, workforce participation, and political representation.

### 2.2.3.2 Empowerment of Women

► access to education and health, involvement in the workforce, and representation in political institutions.

The empowerment of women is crucial for development, yet historically, development has been biased towards men, leading to women's exclusion from social and political spheres. Efforts to address this began in earnest with the UN's 1995 Beijing Declaration, aiming to remove obstacles to women's participation in all aspects of life. Since then, progress has been made, including increased awareness, policy reforms, and institutional developments. However, significant gaps between policy and practice remain evident even a decade after Beijing. The Millennium Task Force on Education and Gender Equality identified key dimensions of empowerment, including capabilities, access to opportunities and resources, and agency in decision-making. Despite international commitments and



constitutional guarantees, such as in India, challenges persist due to the complex nature of society and politics. Objective evaluation of women's participation in development must consider factors like access to education and health, involvement in the workforce, and representation in political institutions.

### 2.2.3.2.1 Areas of Women's Development

#### ► Economic Participation

There are many areas where women's development is inevitable. The economic participation of women in the workforce holds significant qualitative importance among them. Amartya Sen points out that empowering women economically is crucial not only for reducing poverty among them but also for enhancing household incomes and fostering overall economic development. Viewing women as active agents of social change, Sen stresses the significance of their education, employment, and ownership rights in empowering them to control their environment and contributing to economic progress. In India, women have made considerable strides in labour force participation, occupational status, and educational attainment. However, discrimination against women in the labour market persists, influenced by social characteristics, traditional gender roles within families, disparities in human capital investment, and the burden of family responsibilities. This discrimination manifests in various ways, including the concentration of women in certain occupations and lower wages due to limited job options. Understanding and addressing these factors are essential for promoting gender equality and maximising women's economic participation.

#### ► Economic Opportunities

In many societies, women face significant barriers to economic opportunity due to traditional and cultural roles that give prominence to their responsibilities in childcare. This limits their participation in both private and public sector employment. Additionally, women in the unorganised sectors of developing countries often lack access to paid maternity leave. The availability of economic opportunities for women varies across countries, with factors such as maternity leave duration, wage coverage, and representation in managerial positions being crucial. Disparities between developed and developing countries are evident, with fewer women holding land and managerial positions in the latter. For instance, in countries like Italy and Spain, a higher percentage of women are landholders compared to Bangladesh and India. In India, despite women comprising a significant portion of the agricultural workforce, their access to land rights and decision-making power within

households remains limited. Access to land is essential for women's economic empowerment, as it affects their ability to access credit and participate in household decision-making.

#### ► Political Participation

Political empowerment is another area where progress is the need of the hour. Women's political empowerment entails achieving fair representation of women in decision-making bodies. However, women are currently under-represented in democratic institutions, with the Inter-Parliamentary Union reporting an average representation of only 15.6 percent of women in combined parliamentary houses. The participation of women in political institutions is a key indicator of their contribution to development. While progress has been made, there are still significant constraints that need to be addressed for the widespread success of gender parity initiatives.

#### ► Educational development

Similarly, education is essential for empowering women, as it boosts their self-esteem, confidence, and critical thinking abilities. It enables them to make informed decisions regarding education, employment, and health. However, many women in the developing world, as highlighted by a study from USAID, lack access to information technology, which further marginalises them. Empowering women through education not only enhances their social and economic standing but also contributes to their political empowerment. Jawaharlal Nehru emphasised the pivotal role of women in driving societal and national progress.

#### ► Health and Well-being

The World Health Organization (WHO) emphasises the importance of maternal health, advocating for mothers to maintain good health, receive proper childcare education, have normal deliveries, and bear healthy children. However, women face significant health disparities compared to men due to biological reasons. WHO reports that approximately 585,000 women die annually from pregnancy and childbirth-related causes, highlighting the urgent need for improved maternal healthcare. Unsafe abortion practices contribute significantly to maternal mortality, with an estimated 80,000 deaths annually worldwide. This accounts for at least 13% of global maternal deaths and leads to long-term health issues. Disparities in female life expectancy further illustrate the challenges faced by women, with Japan having a life expectancy of 86 years compared to 67 and 65 years in India and Bangladesh, respectively, underscoring the health inequalities prevalent in underdeveloped countries.

### 2.2.3.3 Gender Development Index (GDI)

► gender discrepancies in human development accomplishments.

The Gender-related Development Index (GDI), established by the UNDP in 1995, assesses gender disparities in overall human development within a nation. While the indicators used for both the Human Development Index (HDI) and GDI are similar, the GDI focuses specifically on gender-specific disparities within each indicator. The three key areas used to measure human capabilities for HDI include life expectancy, educational attainment, and real GDP per capita. For the GDI, these indices are further adjusted to reveal gender-based disparities, particularly focusing on women's achievements in life expectancy, literacy, and income levels. Life expectancy at birth, in particular, is seen as a significant indicator for assessing growth and prosperity, influenced by factors such as healthcare accessibility, maternal and child welfare facilities, and societal cultural preferences. The GDI aids in enhancing comprehension of gender discrepancies in human development accomplishments. It offers perspectives into gender inequalities in three fundamental capacities: health, education, and control over economic resources, and proves valuable for formulating and overseeing policies aimed at bridging these disparities.

### Summarized Overview

This unit covers important topics related to growth and development, starting with sustainable development. This approach, supported by the United Nations, emphasises the connection between economic, social, and environmental factors to ensure the well-being of both current and future generations. It highlights the challenges posed by global issues like climate change and population growth, stressing the need for inclusive green growth. The Brundtland Report's definition of sustainable development, which is about meeting today's needs without harming future generations' ability to meet theirs, sets the foundation for understanding its importance.

Next, the focus shifts to human development, pointing out that economic measures alone cannot fully capture people's well-being. Amartya Sen's capability approach, along with Martha Nussbaum's further expansion of it, provides a broader view of human progress beyond material wealth. Mahbub ul Haq's four key ideas for human development—equity, efficiency, participation, and sustainability—add depth to the discussion.

The chapter then turns to gender development, emphasising the importance of addressing gender inequalities in all areas of development. Empowering women

economically, politically, and socially is seen as essential for achieving sustainable and inclusive growth. The Gender-related Development Index (GDI) is discussed as a useful tool for measuring and addressing gender disparities, particularly in health, education, and economic opportunities.

Overall, the chapter highlights the need for a well-rounded approach to development that is sustainable, inclusive, and responsive to gender equality to improve human well-being and promote prosperity.

## Self-Assessment

1. Discuss the meaning and importance of Sustainable Development.
2. Identify the peculiarities of Capability Approach?
3. Explain Human Development Index and its
4. What is Gender Development? Explain its importance and thrust areas.

## Assignments

1. Define sustainable development and explain why it is considered a holistic approach to development.
2. How does Brundtland Report's definition emphasise meeting present needs without jeopardising future generations, and what implications does this have for development planning?
3. Explain the scope of sustainable development, focusing on its social, economic, environmental, and institutional dimensions. Provide examples of initiatives or policies that fall within each dimension.
4. Compare Amartya Sen's Capability Approach with Martha Nussbaum's approach to human development. What are the key differences in their perspectives, and how these differences affect in evaluating development outcomes?
5. Discuss the role of gender development in shaping overall development. Why is it important to study development from a gender perspective, and what are the initiatives in India aimed at empowering women?



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## Space for Learner Engagement for Objective Questions

Learners are encouraged to develop objective questions based on the content in the paragraph as a sign of their comprehension of the content. The Learners may reflect on the recap bullets and relate their understanding with the narrative in order to frame objective questions from the given text. The University expects that 1 - 2 questions are developed for each paragraph. The space given below can be used for listing the questions.





## UNIT 3

# Emerging Factors to Development Administration

### Learning Outcomes

Upon the completion of this unit, the learner will be able to:

- ▶ analyse different aspects of nation-building and their importance in development administration
- ▶ evaluate emerging models in socio-economic development and assess their effectiveness
- ▶ compare and contrast various development administration approaches using a comparative framework

### Background

Development administration, particularly in developing countries, has evolved in response to the growing complexities of nation-building and socio-economic progress. The discipline initially focused on traditional administrative mechanisms but has since expanded to embrace innovative approaches and models that cater to the dynamic needs of developing societies. Emerging factors in development administration involve adapting to globalisation, modernisation, and the rising demand for participatory governance. In many countries, development administration plays a pivotal role in facilitating effective nation-building by addressing critical issues such as poverty alleviation, infrastructure development, education, and healthcare. For instance, India's Panchayati Raj system, established through the 73rd Constitutional Amendment, promotes grassroots governance, ensuring that rural development aligns with local needs, and empowers communities in nation-building efforts. Similarly, Rwanda's post-genocide recovery process demonstrates how strong development administration can rebuild social structures, foster reconciliation, and spur socio-economic recovery.

In the context of socio-economic development, emerging models emphasise the integration of technology, sustainability, and inclusive participation in policy implementation. Countries like Brazil have adopted innovative models such as the



Bolsa Família program, which links social welfare with economic development, thereby addressing both poverty and inequality. Additionally, the rise of social capital and welfare state models plays a crucial role in fostering development through education, healthcare, and community engagement. Comparative analysis is essential in understanding how different nations employ development administration to meet unique socio-economic challenges. Aspects such as decentralisation, collaboration with international agencies, and public-private partnerships have become important strategies, showcasing the varied paths that nations take in their development journeys.

## Keywords

Inclusive governance, bottom-up approach, transnational comparison

## Discussion

### 2.3.1 Nation Building

► decentralisation, capacity building, and cultural integration

In developing countries, nation-building has become a top priority and is a crucial part of development administration. It focuses on establishing governance institutions, promoting social cohesion and stability, ensuring inclusive governance, encouraging citizen participation, and distributing resources fairly. Key strategies like decentralisation, capacity building, and cultural integration play a vital role in creating a sense of belonging and shared identity among diverse populations. Now, let's explore the different aspects of nation-building in detail.

#### 2.3.1.1 Social Cohesion and Stability

Fostering a sense of shared identity and common purpose among citizens is essential for national building. When people feel connected to their nation and fellow citizens, it reduces social fragmentation, conflicts, and tensions. This involves creating a sense of national identity and belonging among diverse groups, addressing social divisions and disparities, and nurturing inclusive policies that promote equal opportunities for all citizens. Through inclusive educational reforms, language policies, and multicultural initiatives cultural and ethnic divides can be reduced. It also promotes social integration, and



- sense of shared identity and common purpose

improves communication and understanding among different groups in the country. If we take the case of India, we have many historical traditions and symbols like the freedom struggle and the national anthem to create a feeling of oneness among the citizens. This feeling helps in bridging divisions and disparities among different regions, ethnicities, religions, and languages. It promotes a sense of belonging to a common national identity, transcending regional or group affiliations. This integration fosters cooperation, solidarity, and collective action towards shared goals.

### 2.3.1.2 Inclusive Governance

- representation of diverse ethnic, cultural, and socio-economic groups

One of the problems faced by the developing countries after their independence was the exclusion of many sections of society from the benefits of development and progress. Women, religious and ethnic minorities, and backward casts were excluded due to historical and social reasons. Historically, discrimination based on caste and ethnicity barred many people from all kinds of privileges. Atrocities such as barring from certain public places and jobs were also prevalent in countries like India. After independence, the constitution has enshrined special provisions for uplifting these historically oppressed communities. Without including all of the sections of society in the process of development and distribution of resources, the development projects would not be fruitful. Similarly, it is important to encourage the involvement of all segments of society in decision-making processes. By ensuring representation and participation from diverse ethnic, cultural, and socio-economic groups, development policies and programmes can address the needs and priorities of all citizens, promoting equity and social justice. The provision of reservations in Parliament and state legislative bodies for the marginalised and weaker sections such as women, SC, ST, etc., as well as in bodies of local governance is an example for such measures in our country.

### 2.3.1.3 Institutional Framework for Development

- Way for effective nation-building

Effective nation-building requires the development of robust institutions, including governance structures, legal frameworks, educational systems, and civic organisations. These institutions play a critical role in promoting transparency, accountability, and the rule of law, which are essential for sustainable development and the protection of citizens' rights.



► Fundamental Rights,  
Directive Principles  
of State Policy.

The Constitution of India stands out as a remarkable text, holding significant importance not only among newly formed nations but also in global constitutional history. It extensively addresses issues concerning the relationship between the Union and the States, public services, and the rights of special groups such as Anglo-Indians, scheduled castes, and scheduled tribes. It enshrines a comprehensive list of Fundamental Rights alongside the Directive Principles of State Policy. The preamble declares India as a sovereign socialist secular democratic republic. Examining its characteristics reveals its unparalleled size, structure, and content. The Constitution is also flexible and after independence, several amendments have been made as per the requirements of each time. It is only the basic structure of the constitution that stands intact without any change.

► impartial and  
independent judicial  
system

Similarly, without an impartial and independent judicial system, it is difficult to safeguard the rights of individuals. The judiciary enhances the trust of common people in state and its institutions. The judiciary also functions as a watchdog over the other branches of the state, namely the legislature and the executive branches. Through mechanisms such as judicial review, the courts can rectify the misuse of power by assessing the legality and constitutionality of any decision taken by the government. The courts play a crucial role in providing a conducive environment for growing investments and innovations in the country by ensuring legal certainty and enforcing contracts. In India, the commencement of Public Interest Litigation (PIL) paved the way for the oppressed and marginalised section to access justice. Through this mechanism, the court can suo moto initiate litigation in issues affecting the public interest.

### 2.3.1.4 Citizen Participation

► planning,  
implementation, and  
evaluation

Citizen participation is essential at various stages of development projects. Firstly, in decision-making, it is important to involve the community early on to gather ideas and ensure their needs are considered, especially at the local level. Secondly, during implementation, projects are more successful when the community actively participates, whether through resource contribution, administration, coordination, or programme enlistment. Thirdly, in evaluation, community involvement ensures that the project's effectiveness is assessed from their perspective, highlighting the importance of their input in improving future initiatives. Overall, making development

of a people's movement requires continuous involvement and support from all segments of society throughout the planning, implementation, and evaluation processes.

► sense of responsibility among beneficiaries

Participation fosters a culture of mobilising citizens around common concerns, and empowering them to contribute actively to development initiatives. It promotes local ownership of programmes, stimulates community interest, and cultivates a sense of responsibility among beneficiaries. Furthermore, it provides a platform for citizens to express their opinions, demonstrate their capacity for constructive engagement, and hold decision-makers accountable. In addition to enhancing programme effectiveness and combating corruption, citizen involvement ensures that development benefits reach remote and underserved populations, thus promoting inclusivity and equitable distribution of resources.

► enhanced communication channels

The growth of citizen participation is increased by several factors, including the expanding role of governments in regulating economies and improving social well-being, the developments in knowledge and communication technologies, and dissatisfaction with bureaucratic tendencies at the local level. Citizens' increasing education and awareness, coupled with enhanced communication channels, enable them to exert pressure on authorities and influence policy decisions effectively. As citizens assert their rights to be heard and engage in collective action, they challenge traditional power dynamics and contribute to more accountable and responsive governance structures.

### 2.3.1.5 Environmental Sustainability

► Unscientific ways of resource management

Pollution and degradation of the environment threaten the survival of the people in many of the developing countries. Unscientific ways of resource management coupled with increasing levels of population are one of the main reasons for environmental degradation. In the nation-building process, sustainable resource management is crucial for preserving the environment and mitigating the impact of climate change. By implementing policies and practices that promote renewable energy, conservation of natural habitats, and sustainable agriculture, nations can protect ecosystems and ensure the well-being of future generations. Efficient resource management also minimises waste generation and pollution, contributing to a cleaner and healthier environment.

### 2.3.1.6 Cultural Preservation and Diversity

#### ► Preservation of cultural heritages

Developing countries like India are home to many cultural and ethnic groups. In the process of development, it is crucial to preserve the cultural forms and practices of these communities. As each cultural form and heritage contributes unique perspectives and ideas, preserving them is beneficial for the flourishing of creativity and innovations in society. It also helps to bridge the divide between different communities leading to create a feeling of oneness in the country. Preservation of cultural heritages is also a medium for interconnectedness at the global level. It helps to grow tourism, innovations and intellectual exchanges. While promoting nationalism it is essential to nurture cultural diversity. Recognising and celebrating cultural heritage and diversity fosters tolerance, mutual respect, and cultural exchange, enriching the social fabric of the nation and contributing to its vibrancy and resilience.

### 2.3.1.7 International Cooperation and Diplomacy

#### ► knowledge sharing, capacity building, and the transfer of technologies.

Most of the developing countries lack sufficient resources, expertise, and technologies for development and nation-building. It is only through international cooperation and foreign aid that these nations can face the development challenges. Likewise, a strong and cohesive nation is better positioned to engage in diplomacy and mutual exchanges, enabling partnership in areas like knowledge sharing, capacity building, and the transfer of technologies. Nation-building enhances a nation's reputation and influence on the international stage, facilitating partnerships and collaborations with other countries and organisations. It enhances foreign investment, trade partnerships etc., leading to the socio-economic prosperity of the country.

### 2.3.1.8 Global Competitiveness

#### ► research and innovation

Nations that effectively manage their resources gain a competitive edge in the global market. By investing in research and innovation, improving infrastructure, and fostering a skilled workforce, countries can enhance their productivity and attract investment. Additionally, sustainable resource management practices enhance a nation's reputation internationally, making it an attractive destination for trade and investment.

In short, nation-building is a process toward better democratisation and governance in developing countries.



- better democratisation and governance

Nation-building is integral to development administration as it lays the groundwork for sustainable development, peace, and prosperity. By fostering social cohesion, inclusive governance, national integration, institutional development, economic growth, cultural preservation, and international cooperation, nation-building creates a conducive environment for holistic development and progress. Therefore, policymakers and administrators focus on nation-building efforts alongside development initiatives to ensure the long-term success and resilience of the nation.

## 2.3.2 Emerging Models in Socio-economic Development

- research and innovation

Socio-economic development is one of the important thrust areas in development administration. Globally, conventional models of development are replaced by new models based on participatory and bottom-up approaches. Now let us briefly look into emerging models in socio-economic development.

### 2.3.2.1 Bottom-up Development

- empowering local communities and stakeholders

Traditionally, the Top-down approach was the model followed in development. Bottom-up development, also known as grassroots development, is a participatory approach that emphasises empowering local communities and stakeholders to drive the development process from the local level to the higher level. Local bodies such as village panchayats and block panchayats get more participation in making developmental plans. It stands in contrast to traditional top-down approaches, which are often characterised by centralised decision-making.

- Empowerment of the community

The bottom-up development model is significant in development administration as it empowers communities to identify their own needs, priorities, and solutions, creating a sense of ownership and agency in the development process. Similarly, bottom-up approaches promote accountability, resilience, and sustainability as it encourages involving local stakeholders as active participants rather than passive recipients.

- Contextual Relevance

This approach also recognises the importance of context-specific solutions aimed at the unique socio-cultural, economic, and environmental conditions of each community. As per this approach, development practitioners can design policies that are more responsive, culturally appropriate, and effective in addressing local challenges through engaging with local



knowledge, traditions, and resources.

► Participatory  
Decision-Making

This model gets popularity as it promotes participatory decision-making processes. Participatory decision making involves meaningful consultation, collaboration, and consensus-building among diverse stakeholders. Therefore, it is beneficial for the development priorities to reflect the aspirations, needs, and voices of the communities they serve.

► Capacity Building  
and Empowerment

Similarly, this model emphasises building the capacity of local institutions, organisations, and individuals to plan, implement, and manage development initiatives autonomously. It helps to grow leadership skills and the strengthening of institutions at the local level. This method can enhance the long-term sustainability and resilience of development efforts.

► Social Cohesion and  
Resilience

Social cohesion and resilience is another merit of bottom-up development. It strengthens social capital, trust, and solidarity within communities, promoting social cohesion and resilience in the face of external shocks and challenges. It is a medium for fostering inclusive governance structures, community networks, and collective action and building community resilience and adaptive capacity.

► Efficiency and  
Effectiveness

In addition, bottom-up development can lead to more efficient and effective use of resources by targeting interventions to where they are most needed and where they can have the greatest impact. By leveraging local knowledge, resources, and networks, policy makers can achieve better results with fewer resources, maximising the efficiency and effectiveness of development interventions.

► Democratic  
Governance and  
Accountability

Finally, bottom-up development nurtures democratic governance principles such as transparency, accountability, and citizen participation. Through decentralising decision-making authority and promoting local democracy, this method strengthens democratic institutions, civic engagement, and social accountability mechanisms.

By empowering stakeholders at the grassroots level, this model fosters a sense of ownership, accountability, and resilience in addressing local challenges. Its emphasis on participatory decision-making, contextual relevance, and capacity building ensures that development interventions are not only more inclusive and sustainable but also more efficient in the long term. Moreover, by strengthening social

cohesion, democratic governance, and accountability, bottom-up development promotes a more just and equitable society where local voices drive meaningful change.

### 2.3.2.2 Social Entrepreneurship

► emerging trend in socio-economic development

Social entrepreneurship is another emerging trend in socio-economic development. Social entrepreneurs, whether individuals or groups, employ economic and technological advancements to realise social progress. Their entrepreneurial skill is directed towards establishing entities that, rather than prioritising financial gain, strive towards fostering fairness and more compassion among the people. In this method, entrepreneurial principles and methods are utilised to address social or environmental challenges. It involves creating and scaling innovative solutions that generate a positive impact while also being financially sustainable. It offers a dynamic and adaptive approach to development, leveraging innovation, collaboration, and market-driven mechanisms to address complex social and economic challenges effectively.

► A prime example is Professor Muhammad Yunus

Social entrepreneurs establish organisations, marketing skills, and innovative mindsets in solidarity with impoverished communities to offer essential services, including sustainable energy, clean water, healthcare facilities, education, and financial access. They develop cost-effective products and services accessible to individuals surviving on minimal incomes, while also establishing enterprises to disseminate these resources within impoverished areas. Many social entrepreneurs originate from the communities they serve, with some focusing on addressing the specific socio-economic challenges faced by women. A prime example is Professor Muhammad Yunus, a Bangladeshi social entrepreneur, banker, economist, and civil society advocate, renowned for founding the Grameen Bank and spearheading microcredit and microfinance principles. These initiatives provide loans to entrepreneurs who lack eligibility for traditional bank loans. In 2006, Yunus and Grameen Bank collectively received the Nobel Peace Prize for their pioneering efforts in using microcredit to foster grassroots economic and social development.

Social entrepreneurship is highly relevant in development discourse due to several reasons:

1. It offers innovative solutions to complex challenges. Social



► innovative solutions

► Local Context  
Sensitivity

► Efficiency and  
Capability

► Partnerships and  
Collaboration

► Empowerment and  
Inclusion

► Policy Innovation  
and Advocacy

entrepreneurs often identify gaps in traditional approaches to development and innovate new solutions that are more effective, efficient, and sustainable. Their ability to think outside the box and leverage market mechanisms can lead to breakthroughs in areas such as healthcare, education, poverty alleviation, and environmental conservation.

2. It is very much sensitive to the local context. Social entrepreneurs are embedded within the communities they serve, allowing them to understand local needs, preferences, and socio-cultural dynamics intimately. This local context sensitivity enables them to design interventions that are contextually relevant, culturally appropriate, and responsive to the specific needs of the target population.
3. It emphasises outcomes and impact measurement, promoting a results-oriented approach to development. Giving priority to efficiency, accountability, and scalability, social entrepreneurs can achieve meaningful results with limited resources, maximising the reach and effectiveness of their interventions.
4. Social entrepreneurs often collaborate with various stakeholders, including governments, NGOs, businesses, and communities, to leverage complementary strengths and resources. Such partnerships enhance the sustainability, capability, and impact of social entrepreneurship initiatives by mobilising diverse expertise, networks, and funding sources.
5. Social entrepreneurship empowers marginalised communities by providing them with agency, voice, and economic opportunities. By engaging stakeholders as co-creators and beneficiaries of change, social entrepreneurs promote inclusivity, dignity, and social justice, fostering sustainable development from the bottom up.
6. Social entrepreneurs can catalyse policy innovation and advocacy efforts by demonstrating the effectiveness of their models and advocating for supportive regulatory frameworks. By engaging with policymakers, advocating for systemic change, and influencing public discourse, social entrepreneurs can address structural barriers and create an enabling environment for social innovation and entrepreneurship.



► Long-Term Sustainability

7. Unlike traditional aid-dependent approaches, social entrepreneurship emphasises financial sustainability and self-reliance. It can reduce dependency on external funding sources and achieve long-term sustainability, ensuring the continuity and resilience of their impact as it generates revenue through innovative business models.

By blending entrepreneurial innovation with a deep understanding of local contexts and a focus on sustainable, inclusive growth, social entrepreneurs tackle complex challenges in ways that traditional models often cannot. Their emphasis on collaboration, measurable impact, and long-term financial sustainability makes them key drivers of positive change, particularly in marginalised communities. Through their efforts, they not only provide essential services but also empower individuals and promote systemic reforms, making social entrepreneurship a vital tool for addressing the multifaceted issues of development today.

#### 2.3.2.4 Circular Economy

► continual repurposing of resources for sustainability

Due to the shortcomings of the practices of conventional linear economy, the concept of circular economy has emerged in recent times. While the conventional model resulted in over-exploitation of natural resources, unsustainable mass production, and environmental degradation, this model focuses on maximum protection of the environment by reducing waste through continual repurposing of resources for sustainability. This concept is crucial in development administration due to its potential to address pressing socio-economic and environmental challenges.

► Resource Efficiency and Waste Reduction

The circular economy is a commendable model of development due to many factors. Firstly, in many developing countries, resource scarcity and waste management pose significant challenges. A circular economy emphasises reducing resource consumption, minimising waste generation, and maximising resource efficiency through strategies such as product design for durability, reuse, remanufacturing, and recycling. Development administrators can promote policies, regulations, and incentives that encourage businesses and communities to adopt circular practices, thereby conserving natural resources and mitigating environmental degradation.

Similarly, transitioning to a circular economy can stimulate

► Job Creation and Economic Growth

economic growth and create employment opportunities, particularly in sectors such as recycling, waste management, repair services, and green manufacturing. Development administrators can support entrepreneurship and innovation in circular business models, facilitate access to financing and technical assistance, and promote circular economy clusters and networks to foster job creation, entrepreneurship, and inclusive economic development.

► Community Resilience and Social Inclusion

It is also exemplary as it can enhance community resilience and social inclusion by decentralising production, promoting local sourcing, and empowering marginalised groups. Development administrators can support community-based initiatives such as repair cafes, sharing platforms, and cooperative enterprises that promote resource sharing, skill-building, and income generation at the grassroots level. By highlighting social equity, inclusion, and community participation, development administration can ensure that the benefits of a circular economy are equitably distributed across society.

► Environmental Sustainability and Climate Resilience

The circular economy model also contributes to environmental sustainability and climate resilience by reducing greenhouse gas emissions, conserving natural resources, and minimising pollution and ecological degradation. Development administrators can integrate circular economy principles into climate change mitigation and adaptation strategies, promote green infrastructure and sustainable urban planning, and facilitate knowledge sharing and capacity building on circular practices among policymakers, businesses, and communities.

► Policy Innovation and Institutional Strengthening

Finally, adopting a circular economy requires policy innovation, institutional reform, and multi-stakeholder collaboration at the national, regional, and local levels. Development administrators can facilitate policy dialogue, coordination, and capacity building among government agencies, private sector actors, civil society organisations, and academia to mainstream circular economy principles into development planning, regulatory frameworks, and investment strategies. By fostering an enabling environment for circular innovation and collaboration, development administration can catalyse systemic change and accelerate the transition to a more sustainable and resilient economy.

The circular economy offers a holistic and transformative approach to socio-economic development addressing

interconnected social, economic, and environmental challenges while promoting inclusive and sustainable development outcomes. Policymakers can contribute to building resilient, equitable, and environmentally sustainable societies for present and future generations by embracing circular economy principles and practices,

### 2.3.2.5 Digital Governance

► use of information and communication technologies (ICTs)

Digital governance refers to the use of information and communication technologies (ICTs) to improve governance processes, enhance public service delivery, and promote transparency, accountability, and citizen participation. Its relevance in development administration is profound for several reasons:

1. **Efficiency and Effectiveness:** Digital governance streamlines administrative processes, reduces bureaucracy, and improves the efficiency and effectiveness of public service delivery. It enables automation, digitisation, and integration of government systems, leading to faster, more accurate, and cost-effective service provision.
2. **Transparency and Accountability:** Digital governance enhances transparency by making government processes, decisions, and information more accessible to citizens. Through open data initiatives, online portals, and e-government platforms, citizens can access information about government activities, budgets, and performance, holding public officials accountable for their actions and decisions.
3. **Citizen Engagement and Participation:** Digital governance facilitates citizen engagement and participation in governance processes by providing platforms for feedback, consultation, and collaboration. Through e-participation tools, social media, and online forums, citizens can voice their opinions, contribute ideas, and participate in decision-making, fostering inclusive and participatory governance.
4. **Data-Driven Decision-Making:** Digital governance enables data collection, analysis, and visualisation, empowering policymakers to make evidence-based decisions. By leveraging big data analytics, predictive modelling, and real-time monitoring systems, governments can gain insights into social trends, identify emerging issues, and design

targeted interventions to address development challenges more effectively.

5. **Service Innovation and Customisation:** Digital governance promotes service innovation and customisation by tailoring public services to the specific needs and preferences of citizens. Through personalised portals, mobile apps, and online service delivery channels, governments can offer convenient, user-friendly, and responsive services that meet diverse user requirements and preferences.
6. **Fostering Economic Growth and Innovation:** Digital governance creates an enabling environment for economic growth and innovation by supporting entrepreneurship, digital infrastructure development, and the digital economy. By promoting e-commerce, digital entrepreneurship, and ICT-enabled innovation, governments can stimulate job creation, foster entrepreneurship, and drive economic development in the digital age.
7. **Resilience and Crisis Management:** Digital governance enhances government resilience and crisis management capabilities by enabling rapid communication, coordination, and response in times of crisis or emergencies. Digital platforms, social media monitoring, and crisis mapping tools facilitate real-time information sharing, resource mobilisation, and disaster response coordination, improving resilience and reducing vulnerability to shocks.
8. **Inclusive Development:** Digital governance can contribute to inclusive development by bridging digital divides and ensuring equitable access to digital technologies and services. By investing in digital infrastructure, digital literacy programmes, and inclusive digital policies, governments can empower marginalised communities, bridge socio-economic disparities, and promote inclusive growth and development.

► governance effectiveness

In short, digital governance is widely used as an essential tool for socio-economic progress as it enhances governance effectiveness, promotes citizen participation, fosters innovation, and contributes to inclusive and sustainable development outcomes in the digital age.



### 2.3.2.6 Social Impact Bonds (SIBs)

► private investment into challenging and intricate spheres of social policy

Social impact bonds (SIBs) are presently undergoing trials in nations such as the United States and the United Kingdom. SIBs aim to draw private investment into challenging and intricate spheres of social policy, including offender rehabilitation, youth disorder, childcare, and homelessness. Essentially, SIBs represent a type of results-oriented agreement between public or non-profit service providers and private investors. In this arrangement, private investors offer initial financing for interventions geared towards enhancing particular, defined social outcomes. This is an innovative financing mechanism that leverage private capital to fund social programmes or interventions. This involves partnerships between governments, investors, service providers, and evaluators to address social challenges while aligning financial incentives with measurable outcomes.

- private capital to fund social programmes or interventions

The relevance of Social Impact Bonds in development administration is significant for several reasons:

1. **Outcome-Focused Approach:** SIBs shift the focus from inputs and activities to outcomes and impact. By tying financial returns to the achievement of predefined social metrics, SIBs incentivise results-driven approaches, accountability, and performance optimisation among service providers, leading to more effective and efficient service delivery.
2. **Risk Transfer and Innovation:** SIBs transfer the financial risk of programme implementation from governments to private investors. This risk-sharing mechanism encourages experimentation, innovation, and the adoption of evidence-based practices by service providers, as they have the flexibility to try new approaches without bearing the financial risk of failure.
3. **Efficiency and Cost Savings:** SIBs encourage cost-effective service delivery by promoting efficiency,

innovation, and preventive interventions that can reduce long-term social costs. By focusing on outcomes and incentivising early intervention and prevention, SIB-funded programmes can generate savings for governments and taxpayers in the long run.

4. **Access to Capital:** SIBs attract private capital to finance social programmes that might otherwise lack sufficient funding or face budget constraints. This additional source of funding enables governments to scale up innovative interventions, expand service coverage, and address pressing social challenges more comprehensively, leveraging private sector expertise and resources.
5. **Data-Driven Decision-Making:** SIBs rely on rigorous performance measurement and evaluation to assess the effectiveness and impact of funded programmes. By collecting and analysing data on outcomes and costs, SIBs enable evidence-based decision-making, continuous improvement, and accountability in development administration, fostering a culture of learning and adaptation.
6. **Collaborative Governance:** SIBs involve collaboration among multiple stakeholders, including governments, investors, service providers, and evaluators. This collaborative governance model encourages transparency, partnership, and shared responsibility for achieving social outcomes, fostering cross-sectoral collaboration and innovation in development administration.
7. **Innovation in Financing:** SIBs introduce new financing mechanisms and financial instruments to the field of development administration. They demonstrate the potential of innovative financing approaches, such as

pay-for-success contracts, social impact bonds, and development impact bonds, to mobilise private capital for social good and address complex development challenges.

Overall, Social Impact Bonds offer a promising approach to socio-economic development by promoting outcome-focused, innovative, and collaborative approaches to addressing social challenges. While SIBs are not a panacea and pose challenges related to design, implementation, and evaluation, they have the potential to complement traditional funding mechanisms and drive positive social change through effective partnerships and incentives.

### 2.3.2.7 Community Wealth Building

Community wealth building (CWB) is an approach to economic development that lays stress on building local wealth, ownership, and economic power within communities. This is a people-centred approach to local economic development, which redirects wealth back into the local economy, and places control and benefits into the hands of local people. It emphasises strategies such as community ownership of assets, cooperative enterprises, and local investment to create more inclusive and resilient economies.

► community ownership of assets

The relevance of community wealth building in socio-economic development can be understood in the following ways:

1. **Local Economic Empowerment:** Community wealth building focuses on empowering local residents, businesses, and institutions to control and benefit from economic activities within their communities. By fostering entrepreneurship, job creation, and asset ownership, CWB enhances economic self-determination and reduces dependency on external actors, leading to more sustainable and resilient local economies.
2. **Inclusive Development:** CWB gives importance to inclusivity and equity, ensuring that the benefits of economic development are shared more equitably among all members of the community, including marginalised groups. By promoting community ownership models such as cooperatives and community land trusts, CWB addresses dispar-

ities in wealth, income, and opportunity, fostering social cohesion and reducing inequality.

3. **Asset-Based Development:** CWB emphasises leveraging local assets, resources, and capacities to drive economic development from within communities. Rather than relying solely on external investments or interventions, CWB encourages communities to identify and mobilise their strengths, such as local businesses, cultural heritage, natural resources, and social capital, to create sustainable pathways to prosperity.
4. **Resilience and Sustainability:** CWB fosters economic resilience by diversifying local economies, reducing dependence on external markets, and promoting environmentally sustainable practices. By supporting locally owned enterprises, sustainable agriculture, renewable energy, and green infrastructure, CWB builds economic systems that are less vulnerable to external shocks and more adaptable to changing conditions.
5. **Democratic Governance and Participation:** CWB promotes democratic governance structures that empower community members to participate in decision-making processes related to economic development. By encouraging participatory planning, community engagement, and collective ownership of assets, CWB enhances accountability, transparency, and responsiveness in development administration, ensuring that development priorities reflect the needs and aspirations of local residents.
6. **Partnerships and Collaboration:** CWB encourages collaboration among various stakeholders, including local governments, businesses, community organisations, and anchor institutions such as universities and hospitals. By forming strategic partnerships and leveraging shared resources, CWB initiatives can maximise their impact, scale their efforts, and overcome barriers to inclusive economic development.
7. **Policy Innovation and Advocacy:** CWB advocates for policy reforms and institutional changes that support community wealth-building strategies. By engaging with policymakers, advocating for supportive regulatory frameworks, and sharing evidence-based practices, CWB initiatives



can create an enabling environment for local economic empowerment and inclusive development.

In short, community wealth building is an emerging approach that offers a holistic and participatory approach to socio-economic development, promoting economic empowerment, inclusivity, sustainability, and democratic governance within communities. Development practitioners and policymakers can foster more resilient, equitable, and prosperous societies that prioritise the well-being of all residents by adopting the methods of community wealth-building.

### 2.3.2.3 Impact Investing

Impact investing, which involves deploying capital to generate measurable social or environmental impact alongside financial returns, is highly relevant in socio-economic development for the following reasons.

► deploying capital to generate measurable social or environmental impact along

- **Alignment with Development Goals:** Impact investing aligns with the objectives of development administration by addressing pressing social and environmental challenges while promoting economic growth and sustainability. It focuses on achieving measurable positive outcomes in areas such as poverty alleviation, health-care, education, renewable energy, and sustainable agriculture, contributing to broader development goals.
- **Leveraging Private Capital:** Impact investing mobilises private capital from investors, including institutional investors, high-net-worth individuals, and philanthropic organisations, to finance social and environmental initiatives. By leveraging private sector resources, impact investing complements traditional development finance sources such as aid and grants, expanding the pool of available funding for development projects.
- **Innovative Financing Models:** Impact investing catalyses the development of innovative financing models and instruments tailored to the needs of social enterprises, nonprofits, and sustainable businesses. These models include social impact bonds, development impact bonds, blended finance mechanisms, and venture philanthropy, which leverage different types of capital to address specific development challenges effectively.
- **Market-Based Solutions:** Impact investing promotes mar-

ket-based approaches to development, emphasising entrepreneurship, innovation, and sustainability. By investing in businesses and projects that deliver social or environmental impact alongside financial returns, impact investors create incentives for market-driven solutions to development challenges, fostering economic growth, job creation, and wealth generation.

- **Catalysing Entrepreneurship and Innovation:** Impact investing nurtures entrepreneurship and innovation by providing capital, mentorship, and support to social enterprises and startups. By backing visionary entrepreneurs and scalable business models, impact investors drive technological advancements, disruptive innovations, and transformative solutions that address systemic challenges and create positive social change.
- **Risk-Taking and Experimentation:** Impact investing encourages risk-taking and experimentation in the pursuit of social and environmental impact. Unlike traditional grant-based funding, impact investors are willing to take on financial risk in exchange for the potential for both social impact and financial returns. This risk-tolerant approach enables innovative ideas to be tested, refined, and scaled up, driving progress in development outcomes.
- **Measurement and Accountability:** Impact investing emphasises rigorous impact measurement and accountability, requiring investees to track and report on their social and environmental performance. By holding investees accountable for achieving predefined impact metrics, impact investors ensure transparency, accountability, and effectiveness in delivering social and environmental outcomes, driving continuous improvement and learning.

In summary, impact investing offers a powerful tool for socio-economic development, leveraging private capital, market mechanisms, and innovation to address complex development challenges effectively. By catalysing entrepreneurship, innovation, and sustainable business models, impact investing contributes to inclusive, resilient, and sustainable development outcomes that benefit communities and the planet.

### **2.3.3 Comparative Approach to Development Administration**

A comparative approach to development administration is a part of comparative administration. In the 1960s the idea

► F.W Riggs, and Edward Widner

of comparative administration became popular due to the prominence given to it by many scholars like F.W Riggs, and Edward Widner. The comparative approach to development administration involves analysing and comparing the structures, processes, and outcomes of administrative systems across different countries or regions. This approach examines how various factors such as political institutions, governance frameworks, policy choices, cultural contexts, and historical legacies shape administrative practices and development outcomes.

The relevance of a comparative approach to development administration in the current governance scenario is significant for several reasons.

► Learning from Best Practices

Firstly, comparative analysis allows scholars and policymakers to learn from the successes and failures of the administrative systems in other countries. It helps to identify best practices and innovative solutions adopted elsewhere. Governments and public institutions can adapt and implement strategies that are more effective, efficient, and contextually appropriate, leading to improved governance and development outcomes.

► Informing Policy Choices

At the policy level, the comparative studies provide valuable insights into the impact of different policy choices and administrative reforms on development outcomes. Examining variations in governance structures, policy approaches, and institutional arrangements across countries helps policymakers make informed decisions about which policies are most likely to achieve their development objectives and address specific challenges.

► Addressing Transnational Issues

Similarly, many contemporary governance challenges, such as climate change, migration, terrorism, and pandemics, transcend national borders and require coordinated responses at the international level. A comparative approach to administrative systems enables policymakers to identify common trends, shared problems, and potential solutions that can inform transnational cooperation and policy coordination efforts.

► Promoting Accountability and Transparency

In addition, comparative analysis can shed light on variations in levels of accountability, transparency, and integrity across different administrative systems. Governments can identify areas for improvement, strengthen accountability mechanisms, and enhance public trust in government institutions, fostering

good governance and reducing corruption through mechanisms like performance indicators and governance metrics.

► Building Capacity and Institutional Resilience

Comparative studies also contribute to building the capacity of public officials and institutions by exposing them to diverse administrative practices and perspectives. By facilitating knowledge exchange, peer learning, and technical assistance programmes, comparative approaches help strengthen administrative capabilities, institutional resilience, and adaptive capacity to cope with complex and evolving governance challenges.

► Promotion of Democratic Governance and Participation

Likewise, a comparative analysis can highlight variations in democratic governance practices, citizen engagement mechanisms, and participatory decision-making processes across countries. By studying different models of democratic governance, governments can identify strategies for enhancing civic participation, strengthening democratic institutions, and promoting inclusive and responsive governance, thereby deepening democracy and enhancing legitimacy.

► Enhancing Global Governance

Finally, in an increasingly interconnected world, comparative approaches to development administration contribute to global governance efforts. Comparative studies contribute to the development of global norms, standards, and institutions that promote peace, prosperity, and sustainable development by promoting mutual understanding, collaboration, and shared learning among countries. It also fosters dialogue, cooperation, and knowledge sharing across borders.

► cross-learning, knowledge sharing, and innovation in administrative processes

Thus, a comparative approach to development administration involves examining administrative practices across different contexts to identify best practices, challenges, and opportunities for improvement. By analysing the experiences of diverse countries and regions, policymakers and administrators can gain valuable insights into the factors influencing development outcomes and adapt relevant strategies to suit local contexts. It also enables cross-learning, knowledge sharing, and innovation in administrative processes, ultimately contributing to more effective and efficient governance. It also offers valuable insights, informs policy choices, addresses transnational challenges, promotes accountability and transparency, builds capacity and resilience, enhances democratic governance, and contributes to global governance efforts. By embracing comparative analysis, governments can leverage the diversity of administrative experiences and practices to improve governance effectiveness,



promote inclusive development, and advance the well-being of their citizens.

## Summarized Overview

In this unit, we have discussed various aspects of nation-building, highlighting its significance in fostering sustainable development, peace, and prosperity, particularly in developing countries. Nation-building encompasses several dimensions such as social cohesion and stability, inclusive governance, institutional frameworks, citizen participation, environmental sustainability, cultural preservation, international cooperation, and global competitiveness. Strategies like decentralisation, capacity building, and cultural integration are instrumental in nurturing a sense of belonging and collective identity among diverse populations, while measures like inclusive governance and citizen participation ensure equitable distribution of resources and opportunities. Moreover, the unit explores emerging models in socio-economic development, including bottom-up development, social entrepreneurship, digital governance, social impact bonds, and community wealth building, emphasising innovative approaches to address complex social and environmental challenges effectively. Additionally, it underscores the importance of a comparative approach to development administration, facilitating cross-country learning, informing policy choices, promoting accountability and transparency, building capacity and institutional resilience, enhancing democratic governance and participation, and contributing to global governance efforts.

## Self-Assessment

1. Discuss different aspects of nation-building
2. Critically analyse emerging models of socio-economic development
3. Identify the benefits of a circular economy model.
4. Explain Comparative approach to development administration

## Assignments

1. How can inclusive policies contribute to fostering social integration and reducing disparities within a diverse population? Provide examples to support your answer.
2. How does citizen involvement contribute to promoting inclusivity, accountability, and equitable resource distribution? Provide examples of mechanisms that facilitate citizen participation in decision-making processes.



3. How can digital governance promote transparency, citizen engagement, and data-driven decision-making in development administration? Provide examples of digital governance initiatives implemented in different countries.
4. Explain the concept of the comparative approach and its relevance in development administration.
5. Discuss the principles and benefits of community wealth building (CWB) as an approach to economic development.

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## Space for Learner Engagement for Objective Questions

Learners are encouraged to develop objective questions based on the content in the paragraph as a sign of their comprehension of the content. The Learners may reflect on the recap bullets and relate their understanding with the narrative in order to frame objective questions from the given text. The University expects that 1 - 2 questions are developed for each paragraph. The space given below can be used for listing the questions.







# **BLOCK 3**

## **Recent Trends in Development Administration**



# UNIT 1

## The International Context of Development

### Learning Outcomes

Upon the completion of this unit, the learner will be able to:

- ▶ explain the role and functions of UNO in setting Development Agendas
- ▶ to assess the significance of the Millennium Development Goals (MDGs) and Sustainable Development Goals (SDGs) in the context of development administration
- ▶ to examine the concept and perspective of the Right to Development in global development efforts

### Background

In the 1940s, the world stood at a crossroads following the devastation caused by the Second World War. The conflict, which ended in 1945, had left an unprecedented trail of destruction, displacing millions, causing vast economic damage, and exposing the brutal consequences of unchecked nationalism and authoritarianism. Europe, once a hub of economic and political power, was in ruins, with entire cities reduced to rubble. The horrors of genocide, nuclear bombings in Hiroshima and Nagasaki, and severe human rights violations shocked the world into realising the urgent need for a global platform to prevent future conflicts and foster peace. Amid this chaotic backdrop, the foundation of the United Nations (UN) in 1945 was a symbol of hope, designed to unite nations and create a new world order based on collective security, human rights, and international cooperation.

As nations grappled with rebuilding their economies, the aftermath of war also exposed deep-seated inequalities in the global system. Developing countries, many of which were still under colonial rule, faced significant socio-economic challenges. The international community, spearheaded by the UN, began to recognise that peace was intertwined with

development, and thus the idea of development became a central agenda in the post-war world. In the following decades, the UN played a pivotal role in shaping the development discourse, setting goals that aimed to reduce poverty, improve health, education, and ensure basic human rights for all. The Millennium Development Goals (MDGs) and the subsequent Sustainable Development Goals (SDGs) reflected this evolving vision, positioning the UN as a key driver in fostering inclusive and sustainable development globally. The emerging concept of the "Right to Development" further emphasised that development was not just an economic endeavour but a human right, central to achieving global justice and equality.

## Keywords

United Nations Organization (UNO), Sustainable Development, Environment, Inclusive development.

## Discussion

### 3.1.1 Formation of UNO

#### ► Failures of the League of Nations

The United Nations (UNO) is an international organisation founded in 1945 after the Second World War. It replaced the League of Nations and was established to promote international cooperation, maintain peace and security, and foster economic and social development. The UNO is headquartered in New York City and serves as a platform for member states to address global challenges collectively. The formation of the UNO was a response to the failures of the League of Nations and the devastating impact of World War II. The need for a more effective international organisation became evident as nations sought a mechanism to prevent future conflicts and address common concerns. The UNO's Charter was drafted in 1945 at the United Nations Conference on International Organisation in San Francisco, and it came into existence on October 24, 1945, when the Charter was ratified by a sufficient number of member countries.

### 3.1.2 UNO's Role in Development

UNO plays an important role in setting policy guidelines for the development, coordination and implementation of development



goals, and monitoring and evaluating developmental projects. It also facilitates resource mobilisation and capacity building for developmental projects at the international level.

#### ► Norm Setting and Policy Guidance

One of the significant roles that the UNO plays is in establishing international norms and policies that guide global development efforts. Through its various bodies, including the General Assembly and the Economic and Social Council (ECOSOC), the UN formulates and endorses global development strategies and policies. This norm-setting function helps create a common framework and direction for development activities worldwide.

Another important role of the UNO is to coordinate international development initiatives by aligning the activities of its specialised agencies, funds, and programmes. Key agencies involved in development include:

a) United Nations Development Programme (UNDP): The UNDP implements programmes to promote economic development globally. It focuses on poverty reduction, democratic governance, crisis prevention and recovery, and environmental sustainability.

b) World Health Organization (WHO): This organisation works to improve global health outcomes through programmes on disease prevention, health system strengthening, and emergency responses.

c) United Nations Children's Fund (UNICEF): UNICEF promotes the rights and well-being of children through education, health care, and protection programmes.

These agencies collaborate to ensure that development efforts are coherent, effective, and avoid duplication.

Finally, the UNO monitors and evaluates progress towards development goals through comprehensive reporting and assessment mechanisms. For example, the Human Development Report published by UNDP provides an annual overview of global human development, assessing progress and identifying challenges, and the Global Sustainable Development Report tracks progress towards the Sustainable Development Goals (SDGs), offering insights into global trends and recommending policy actions.

#### ► Coordination and Implementation

#### ► Monitoring and Evaluating



### 3.1.3 Key UNO Initiatives in Development

► Three major agendas approved in 2015

The United Nations provides a platform for establishing global development goals. This includes goals set during the UN Development Decades, the global UN conferences held since the 1970s, and the summits starting with the 1990 World Summit for Children. Among the significant milestones are the three major agendas approved in 2015: Agenda 2030 and the Sustainable Development Goals (SDGs), which followed the Millennium Development Goals (MDGs); the Addis Ababa Action Agenda, adopted at the third Financing for Development (FFD) Conference, continuing a process initiated in Monterrey in 2002; and the Paris Agreement, established under the United Nations Framework Convention on Climate Change at the 1992 Rio de Janeiro Earth Summit. Now let us look into Millennium Development Goals (MDGs) and Sustainable Development Goals (SDGs) which were significant milestones in the interventions of UNO in the development.

#### 3.1.3.1 Millennium Development Goals (MDGs)

► Millennium Declaration.

In 2000, the Millennium Summit took place in New York, leading to the adoption of the UN Millennium Declaration. This declaration established a series of targets to be achieved by 2015, including environmental sustainability, the eradication of extreme poverty, and gender equality. These targets became known as the Millennium Development Goals (MDGs). During the summit, 189 countries agreed to the MDGs by signing the Millennium Declaration.

► Eight goals: seven focused on social issues and one on environmental sustainability

The MDGs were designed to be achieved within a 15-year timeline, expiring in 2015. They comprised eight goals: seven focused on social issues (eradicating hunger, promoting education and gender equality, reducing child mortality, improving maternal health, combating HIV/AIDS, and creating a global partnership for development) and one on environmental sustainability. These goals reflected the belief that health and education were crucial drivers of development, aiming to improve individual conditions. The era of MDGs mobilised global attention to address the challenges of extreme poverty, hunger, illiteracy, and disease. This period concluded in 2015, paving the way for the next phase of global development targets.

It is also noteworthy that in 2002, the World Summit on Sustainable Development in Johannesburg renewed international commitment to sustainable development with the Johannesburg



► Johannesburg Plan of Implementation (JPOI).

Plan of Implementation (JPOI). In 2012, the outcome document "The Future We Want" reaffirmed commitments to previous sustainable development agreements and laid the groundwork for the Sustainable Development Goals (SDGs). This document also led to the replacement of the Commission for Sustainable Development with a high-level political forum to advance the implementation of Agenda 21, the JPOI, and the SDGs. The SDGs were agreed upon at the United Nations in New York in September 2015. The SDGs consist of 17 goals and 169 targets to be achieved by 2030. They build on the MDGs and aim to address broader issues such as climate change, inequality, and peace.

### 3.1.3.1.1 Effectiveness and Impact of Millennium Development Goals

► Mobilising global efforts and resources

The Millennium Development Goals (MDGs) were highly effective in mobilising global efforts and resources towards common development objectives. They brought unprecedented attention to emerging socio-economic issues, resulting in increased political commitment and funding from governments, international organisations, and the private sector. The MDGs' specific and measurable targets provided clear benchmarks for progress, enabling countries to track improvements and adjust strategies, creating accountability and a results-oriented approach. In addition, the MDGs fostered partnerships among various stakeholders, pooling resources, expertise, and knowledge, which led to more effective and comprehensive development interventions.

► Substantial reduction of extreme poverty

Similarly, the Millennium Development Goals (MDGs) had a significant impact on various global development areas. They contributed to a substantial reduction in extreme poverty, with the proportion of people living on less than \$1.25 a day dropping from 47% in 1990 to 14% in 2015. Health outcomes improved markedly, with child mortality rates reduced by more than half, maternal mortality declining by 45%, and significant reductions in diseases such as HIV/AIDS, malaria, and tuberculosis. Access to primary education expanded, with enrolment rates in developing regions reaching 91% and the number of out-of-school children nearly halving. The MDGs also advanced gender equality, reducing gender disparity in education and empowering more women in the workforce and political processes. In environmental sustainability, notable achievements included increased access to safe drinking

water and improvements in the lives of over 200 million slum dwellers.

### 3.1.3.1.2 Challenges and Limitations

#### ► Disparities in development outcomes

Despite their overall positive impact, the Millennium Development Goals (MDGs) faced several challenges. Progress was uneven across regions and countries, with Sub-Saharan Africa notably lagging in many targets, highlighting disparities in development outcomes. The MDGs were also criticised for their limited scope, focusing mainly on social indicators while neglecting underlying structural issues like inequality, governance, and economic growth. In addition, the weak monitoring and accountability mechanisms made it difficult to ensure consistent progress and hold stakeholders accountable for their commitments. It is noteworthy that the MDGs played a crucial role in shaping global development efforts and achieved significant successes in reducing poverty, improving health, increasing access to education, and promoting gender equality. However, the experience with the MDGs also highlighted the need for more comprehensive, inclusive, and accountable approaches to development, paving the way for the adoption of the more ambitious and integrated Sustainable Development Goals (SDGs) in 2015.

### 3.1.3.2 Sustainable Development Goals (SDGs)

#### ► The World Commission on Environment and Development (WCED)

The term "Sustainable Development" was first introduced at the 1972 United Nations Conference on the Human Environment in Stockholm. The most influential work on sustainable development is the 1987 report "Our Common Future," published by the World Commission on Environment and Development (WCED), also known as the Brundtland Commission. The commission was established by the UN General Assembly in 1982 and was chaired by then-Norwegian Prime Minister Gro Harlem Brundtland, which is why it is often referred to as the Brundtland Commission. The report aimed to connect economic development with environmental sustainability and provided the well-known definition of sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs." Essentially, it emphasises improving the quality of life for the current generation without overusing or misusing natural resources, ensuring their availability for future generations.

The 1992 United Nations Conference on Environment



## ► Agenda 21

and Development (UNCED), or the Earth Summit in Rio de Janeiro, further advanced this agenda by issuing a declaration of principles, making a detailed action plan known as Agenda 21, and forming international agreements on climate change and biodiversity, along with principles on forest management. A decade later, the 2002 World Summit on Sustainable Development in Johannesburg, South Africa, reaffirmed the global commitment to sustainable development.

### 3.1.3.2.1 Peculiarities of SDGs

The SDGs are more comprehensive and inclusive compared to the MDGs. They cover a wider array of issues, including economic, social, and environmental dimensions of development. This holistic approach ensures that all aspects of sustainable development are addressed, providing a more balanced framework for global progress. Notable features of this framework include:

- **Holistic Approach:** The SDGs encompass a wider range of issues, including economic growth, social inclusion, and environmental sustainability, reflecting the interconnected nature of development challenges.
- **Inclusivity and Universality:** Unlike the MDGs, which focus primarily on developing countries, the SDGs apply to all countries, promoting a universal agenda that addresses global challenges collectively.
- **Innovation and Adaptation:** The SDGs encourage innovation and the adoption of new technologies and practices to achieve sustainable development. They also emphasise the need for adaptable strategies that can respond to changing circumstances.

### 3.1.3.2.2 SDGs Goals

Since its launch in 2015, the 2030 Agenda for Sustainable Development has provided a comprehensive blueprint for achieving shared prosperity in a sustainable world. The 17 Sustainable Development Goals (SDGs) officially took effect on January 1, 2016. These goals represent a universal framework agreed upon by 194 UN member states to shape their development policies and initiatives over the next 15 years. The 2030 Agenda emphasises the elimination of hunger, poverty, and inequality in various forms, including opportunity, resource access, gender, and youth. It also supports the Paris Agreement on climate change by promoting energy efficiency

► Officially took effect  
on January 1, 2016



and clean energy, enhancing resilience to extreme weather events and climate change, protecting habitats and ecosystems, improving resource use efficiency, and encouraging sustainable production and consumption.

The SDGs were formulated during a meeting of Heads of State and Government representatives at the United Nations Headquarters in New York from September 25-27, 2015. This new 2030 Agenda for Sustainable Development includes 17 goals and 169 targets, building on the Millennium Development Goals (MDGs) but with a broader and more ambitious scope. The goals encompass eradicating poverty and hunger, improving health and nutrition, reducing inequality, building peaceful, just, and inclusive societies, protecting human rights, promoting gender equality and the empowerment of women and girls, and ensuring the lasting protection of the planet and its natural resources.

- 17 goals and 169 targets

Sustainable Development Goals are:

- Goal 1: End poverty in all its forms everywhere.
- Goal 2: End hunger, achieve food security and improved nutrition and  
promote sustainable agriculture.
- Goal 3: Ensure healthy lives and promote well-being for all at all ages;
- Goal 4: Ensure inclusive and equitable quality education and promote  
lifelong learning opportunities for all.
- Goal 5: Achieve gender equality and empower all women and girls;
- Goal 6: Ensure availability and sustainable management of water and  
sanitation for all.
- Goal 7: Ensure access to affordable, reliable, sustainable and modern  
energy for all.
- Goal 8: Promote sustained, inclusive and sustainable economic growth,  
full and productive employment and decent work for all.
- Goal 9: Build resilient infrastructure, promote inclusive and sustainable  
industrialisation and foster innovation.
- Goal 10: Reduce inequality within and among countries.
- Goal 11: Make cities and human settlements inclusive,



safe, resilient

- and sustainable.
- Goal 12: Ensure sustainable consumption and production patterns.
- Goal 13: Take urgent action to combat climate change and its impacts.
- Goal 14: Conserve and sustainably use the oceans, seas, and marine resources for sustainable development.
- Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
- Goal 16: Promote peaceful and inclusive societies for sustainable development.
- provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
- Goal 17: Strengthen the means of implementation and revitalise the global partnership for sustainable development.

► Fair, equitable, inclusive, and environmentally friendly development

The 2030 Agenda promotes sustainable development across economic, social, and environmental dimensions for all countries, emphasising human rights, dignity, and equity. The Sustainable Development Goals (SDGs) aim to foster sustainable, inclusive, and sustained economic growth, shared prosperity, and decent work for all, considering different national development levels and capacities. These ambitious and universal goals guide nations towards fair, equitable, inclusive, and environmentally friendly development. Human and environmental rights are central to the SDGs, which require coordinated and integrated actions at national levels and involvement from various actors. The interdependent nature of the SDGs necessitates efforts at all levels to achieve the desired development outcomes.

### 3.1.3.2.3 Effectiveness of SDGs

The UNDP has made significant strides in sustainable development, inclusive governance, and resilience building. In sustainable development, 43 countries received support to combat gender-based violence, 71 million people in 36 countries gained access to essential services, 1 million jobs were protected through labour market measures, and \$1.6 billion was raised for COVID-19 recovery efforts. Additionally, 81 countries implemented policies based on COVID-19 socio-

► \$1.6 billion was raised for COVID-19 recovery efforts.

economic impact assessments. In the realm of inclusive and effective democratic governance, 38 million new voters were registered in 30 countries, 26 countries developed action plans to combat radicalisation, and 82 countries adopted over 580 digital solutions for e-commerce and e-governance. For resilience building, 2.4 million rural households in 33 countries benefited from sustainable energy, 115 countries engaged with UNDP's Accelerator Labs Network, \$3.8 billion was mobilised through innovative SDG bonds, and 3 million people in 29 countries improved their livelihoods in crisis or post-crisis settings.

The SDGs objectives are yet to be fully materialised. Still, they have made significant strides in addressing global development challenges, building on the progress of the MDGs with a more comprehensive, inclusive, and universal framework. While there have been notable successes in areas such as poverty reduction, health, education, gender equality, and climate action, challenges remain in resource mobilisation, data quality, and addressing inequality. Continued commitment and collaboration among all stakeholders are essential to fully realise the potential of the SDGs by 2030.

### 3.1.4 The Perspective of the Right to Development

► development as an inalienable right of all individuals

The Right to Development is a human right that recognises development as an inalienable right of all individuals and peoples. It is rooted in the principles of equity, non-discrimination, and participation, and it emphasises that development should be people-centred and inclusive.

Key principles of Right to Development are;

- Development should focus on improving the well-being of individuals, ensuring their rights and freedoms, and enhancing their capabilities.
- All individuals and communities should have the opportunity to participate in the development process, contributing to and benefiting from development efforts.
- Development should promote social justice, reducing inequalities and ensuring that the benefits of development are distributed fairly.

### 3.1.4.1 Emergence of the Concept

► Prof. Keba M'Baye.

The credit for pioneering the articulation of the Right to Development goes to the notable Senegalese jurist, Keba M'Baye. He served as the Vice President of the International Court of Justice. Prof. M'Baye introduced the concept of the Right to Development in a lecture in Strasbourg in 1972, while analysing the significance of Articles 55 and 56 of the UN Charter, Articles 22 to 27 of the Universal Declaration of Human Rights (UDHR), and various statutes of specialised agencies that emphasised international cooperation and solidarity.

Addressing the drafting committee of the African Charter of Human and People's Rights in 1979, he stated that the Right to Development encompasses all economic, social, cultural, civil, and political rights, and signifies a transformation in quality of life. He clarified that 'development' is the right of every individual and community to fairly enjoy goods and services through the collective efforts of society members.

► Declaration of Philadelphia

This right was notably recognised by the International Labour Organisation (ILO), the UN agency responsible for upholding labour standards and workers' rights globally. The ILO was the first to acknowledge the Right to Development, as early as 1944, through the Declaration of Philadelphia. This declaration affirmed that all human beings have the right to pursue material well-being and spiritual development under conditions of freedom, dignity, economic security, and equal opportunity. It also stated that "poverty anywhere constitutes a danger to prosperity everywhere," calling for a "war against want" through national and international efforts.

Two key points from the ILO Declaration include:

1. The Right to Development evolved alongside the right to self-determination, applicable to colonies at the time.
2. There emerged a realisation among colonial populations that colonial powers had a responsibility to address and remedy their exploitation.

Similarly, the UN Charter in 1945 also established a fundamental link between socio-economic development and human rights. Article 55 mandates that the UN should promote:

(a) improved living standards and conditions for economic and



social progress and development at the national level,

(b) solutions to international economic, social, health, and related problems, as well as international cooperation in cultural and educational matters, and

(c) universal respect for human rights and fundamental freedoms.

All the above objectives are to be fulfilled with "respect for the principles of equal rights and self-determination of the peoples".

In the next Article 56, it is mentioned that "all the members pledge themselves to take joint and separate action in cooperation with the Organisation [UN] for the achievement of the purposes outlined in Article 55.

### 3.1.4.2 Importance of the Right to Development.

► inclusive and equitable approach to development

The Right to Development is a fundamental concept that focuses upon the importance of human rights in the process of development. Recognised by the United Nations in the 1986 Declaration on the Right to Development, it asserts that development is a comprehensive economic, social, cultural, and political process aimed at the constant improvement of the well-being of the entire population. This right underscores the need for an inclusive and equitable approach to development, ensuring that all individuals and communities can participate in, contribute to, and benefit from development efforts.

► Holistic Approach to Development

The Right to Development promotes a holistic view of development that integrates economic growth with human rights and social justice. It recognises that true development cannot be achieved without addressing issues such as poverty, inequality, and exclusion. By prioritising human rights, the Right to Development ensures that development efforts are people-centred and focused on improving the quality of life for all.

► Inclusivity and Equity

At its core, the Right to Development advocates the inclusion of marginalised and vulnerable populations in the development process. It emphasises that development should be equitable, ensuring that all people, regardless of their socio-economic status, gender, or ethnicity, have access to opportunities and resources. This inclusivity is crucial for reducing inequalities



and promoting social cohesion.

► Empowerment and Participation

The Right to Development also underscores the importance of empowering individuals and communities to participate in the development process. It asserts that people should have a say in decisions that affect their lives and be active contributors to development initiatives. This participatory approach enhances the effectiveness of development programmes by ensuring they are responsive to the needs and aspirations of the people they are intended to benefit.

► Policy Formulation

At policy level, incorporating the Right to Development into development administration means that policies and programmes must be designed with a focus on human rights and equity. This requires a shift from purely economic objectives to a more integrated approach that considers social and cultural dimensions.

► Sustainable Development

Moreover, the Right to Development is intrinsically linked to sustainable development, which seeks to balance economic growth with environmental protection and social well-being. Therefore, it requires the administrators ensuring that development initiatives are sustainable and do not compromise the ability of future generations to meet their needs. Similarly, integrating environmental considerations into all aspects of development planning and implementation is also important.

► international cooperation and good governance

The Right to Development is a vital concept that enhances the effectiveness and fairness of development administration. By giving preference to human rights, inclusivity, and participation, it ensures that development efforts are equitable and sustainable. Administrators play a crucial role in operationalising this right by formulating and implementing policies that promote holistic, people-centred development. In a globalised world, international cooperation and good governance are essential for realising the Right to Development and achieving sustainable development for all.

### 3.1.4.3 Challenges and Criticisms

The Right to Development, as articulated in the 1986 United Nations Declaration on the Right to Development, frames development as an inclusive, participatory process that promotes human rights and social justice. This right asserts that development is a collective and individual right, encompassing economic, social, cultural, and political dimensions. However,

the practical implementation and acceptance of this right at the international level have faced numerous challenges and criticisms.

► lack of binding legal status

One of the major criticisms of the Right to Development is its lack of binding legal status. The 1986 Declaration is not a legally enforceable treaty but a non-binding resolution. This limits its effectiveness, as countries are not legally obligated to implement its principles. The absence of enforceable mechanisms makes it difficult to hold states accountable for failing to uphold the Right to Development.

► additional obligations

There is significant political resistance to the Right to Development, particularly from developed countries. Some argue that the concept imposes additional obligations on them, such as increased financial aid and technology transfer. This resistance has hindered the adoption of binding international agreements that would enforce the Right to Development.

► Ambiguity and Interpretation

The Right to Development is often criticised for its ambiguity also. The definition of development is broad, encompassing economic, social, cultural, and political dimensions. This broadness can lead to varying interpretations and implementations, making it challenging to establish uniform standards and practices. The lack of clear guidelines complicates the operationalisation of the Right to Development.

► Inequitable Global Structures

Another challenge is that global economic structures and power dynamics often undermine the Right to Development. Trade policies, debt burdens, and international financial systems can perpetuate inequalities between developed and developing countries. These systemic issues can impede the realisation of the Right to Development, despite international commitments.

► Implementation and Monitoring

Similarly, effective implementation and monitoring of the Right to Development remain significant challenges. Many countries lack the resources and institutional capacities to integrate this right into their national development plans. Additionally, international monitoring mechanisms are often weak, lacking the authority and resources to ensure compliance.

The Right to Development presents a visionary framework for integrating human rights into development processes, emphasising inclusivity, equity, and international cooperation. However, its practical implementation at the international

► Integrating human rights into development processes

level faces substantial challenges, including lack of binding legal status, political resistance, ambiguity, inequitable global structures, and weak monitoring mechanisms. To enhance the effectiveness of the Right to Development, there is a need for stronger international commitments, clearer guidelines, and more robust enforcement mechanisms. Addressing these challenges is essential for realising the full potential of the Right to Development and achieving sustainable and equitable development worldwide.

## Summarized Overview

The United Nations (UNO), established in 1945, emerged to replace the ineffective League of Nations, aiming to improve international cooperation, maintain peace, and promote development. Headquartered in New York, the UNO provides a collaborative platform for member states to address global challenges. Its formation was driven by the catastrophic impacts of World War II and the need for a more robust international mechanism to prevent conflicts. The UNO's Charter, ratified in 1945, laid the foundation for its operations. The organisation plays a crucial role in setting development policies, coordinating international initiatives through agencies like UNDP, WHO, and UNICEF, and monitoring progress via reports like the Human Development Report and the Global Sustainable Development Report.

Significant UNO initiatives include the Millennium Development Goals (MDGs) and the Sustainable Development Goals (SDGs), which have mobilised global efforts towards reducing poverty, improving health, education, and promoting sustainable development. The concept of the Right to Development, rooted in principles of equity and participation, has also been a vital part of the international development agenda, emphasising inclusive and people-centred growth. Despite these efforts, the practical implementation of these goals faces challenges, including political resistance, lack of binding legal status, and inequitable global structures. However, continued international cooperation and robust enforcement mechanisms are essential for achieving sustainable and equitable development worldwide.



## Self-Assessment

1. Discuss the role of UNO in development.
2. Identify the key features of Millenium Development Goals.
3. Analyse the effectiveness of Sustainable Development Goals.
4. Explain the concept of right to development and its features.

## Assignments

1. Describe the main reasons behind the establishment of the United Nations (UNO) in 1945. How did the failures of the League of Nations influence the formation of the UNO?
2. Explain the role of the United Nations in setting global development policies and norms. Which UN bodies are primarily involved in this norm-setting function?
3. Compare and contrast the Millennium Development Goals (MDGs) and the Sustainable Development Goals (SDGs). How do the SDGs build upon the achievements and limitations of the MDGs?
4. Assess the significance of the Right to Development as recognised by the United Nations in 1986. What are the main challenges to its implementation at the international level?
5. Evaluate the effectiveness of the Sustainable Development Goals (SDGs) in achieving global development objectives. What are some of the notable successes and remaining challenges?

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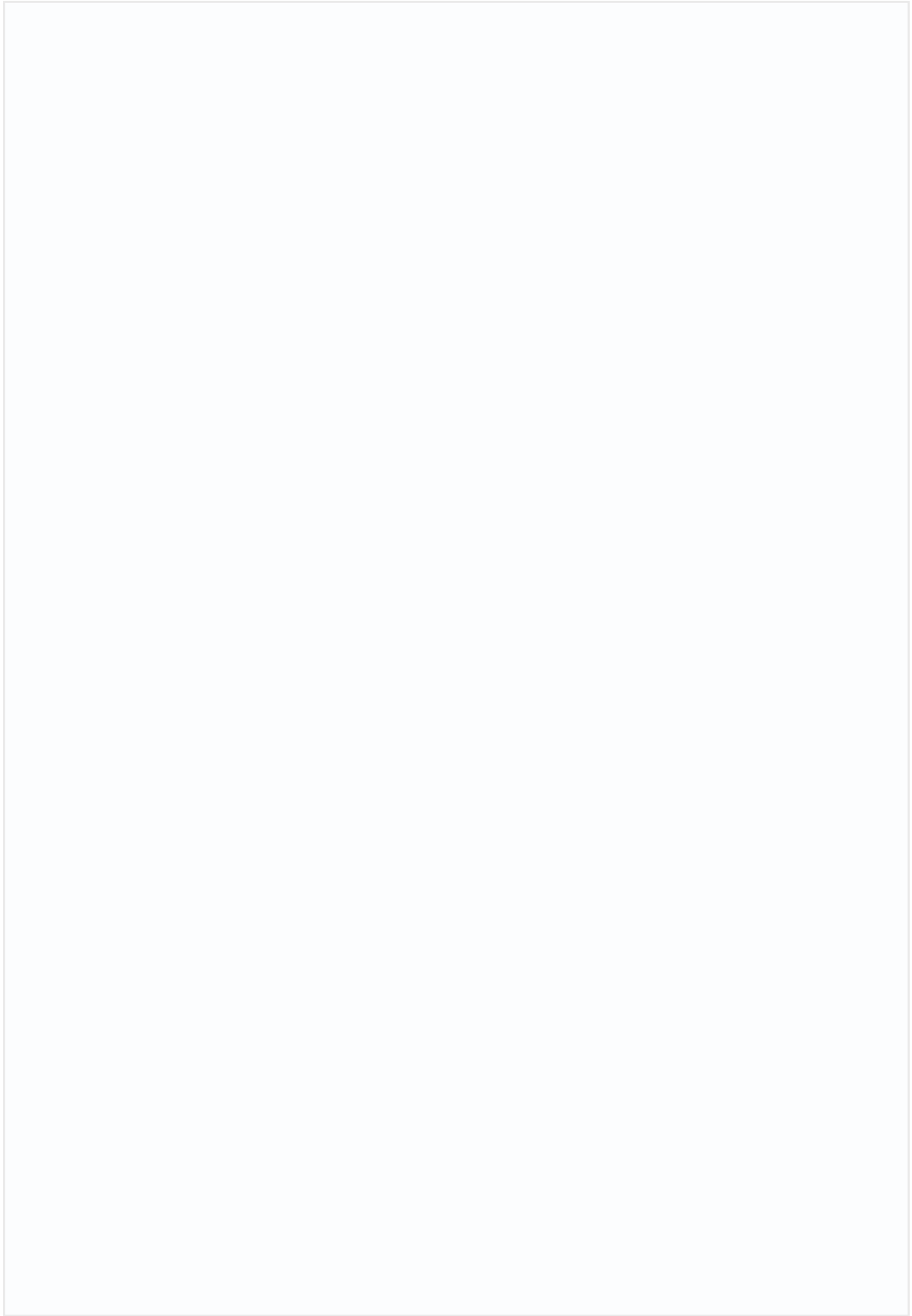


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## Space for Learner Engagement for Objective Questions

Learners are encouraged to develop objective questions based on the content in the paragraph as a sign of their comprehension of the content. The Learners may reflect on the recap bullets and relate their understanding with the narrative in order to frame objective questions from the given text. The University expects that 1 - 2 questions are developed for each paragraph. The space given below can be used for listing the questions.



## UNIT 2

# Role of International agencies in development

### Learning Outcomes

Upon the completion of this unit, the learner will be able to:

- ▶ explain the roles of key international organisations such as the World Bank, UNDP, IMF, IFC, and the Asian Development Bank in development efforts
- ▶ discuss the concept of the Comprehensive Development Framework (CDF) and its significance
- ▶ analyse the contributions of international Non-Governmental Organisations (NGOs) in development initiatives

### Background

International agencies play a crucial role in shaping global development by offering financial resources, technical expertise, and policy direction, especially to developing countries. This unit explores the vital contributions of key international organisations, such as the World Bank, UNDP, IMF, IFC, and the Asian Development Bank. These organisations engage in a variety of development efforts, including financing large-scale infrastructure, providing technical support, and framing policies aimed at fostering sustainable growth. The Comprehensive Development Framework (CDF), which emphasises holistic approaches to development, is also examined for its role in aligning national strategies with global priorities. Furthermore, the impact of international NGOs in promoting grassroots-level initiatives and supporting inclusive development is highlighted.

These organisations and frameworks collectively address a wide range of development challenges, including economic stability, poverty alleviation, social inclusion, and environmental sustainability. Through international collaboration, they facilitate knowledge exchange and best practices, aiming to create resilient, equitable, and prosperous communities worldwide. The efforts of these agencies are critical in tackling the complex and interconnected issues of modern development, ensuring that progress reaches all layers of society and is sustained over the long term.



## Keywords

Financial Assistance, Capacity building, Sustainable Development

## Discussion

### 3.2.1 International Development Agencies

International agencies play a critical role in fostering global development. They provide financial resources, technical expertise, and policy guidance to countries, especially those in the developing world. The World Bank, United Nations Development Programme (UNDP), International Monetary Fund (IMF), International Finance Corporation (IFC), and the Asian Development Bank (ADB) are the important international agencies involved in development.

### 3.2.2 World Bank

► correct international market failures

The World Bank Group is a vital source of financial and technical assistance to developing countries. Established in 1944, the World Bank Group collaborates with international institutions, regional banks, and national governments to support development projects. The organisation operates in various sectors, including poverty alleviation, developmental finance, education, and climate change. Over the past eight decades, it has assisted people in over 100 developing nations. The World Bank's mission is to correct international market failures and eradicate poverty by providing grants, zero-interest credits, and low-interest loans or investments, along with advice and training. Currently, the World Bank Group employs over 10,000 people and consists of five institutions, such as the International Finance Corporation (IFC) and the International Bank for Reconstruction and Development (IBRD). With 189 member countries, staff from more than 170 countries, and offices in over 130 locations, it represents a unique global partnership dedicated to finding sustainable solutions to reduce poverty and promote shared prosperity in developing countries.

### **The Bretton Woods Twins**

The Bretton Woods Twins, referring to the International Monetary Fund (IMF) and the World Bank, emerged from the United Nations Monetary and Financial Conference held in July 1944 in Bretton Woods, New Hampshire. The conference aimed to establish a new international economic order post-World War II, addressing the economic instability that had contributed to the war. Delegates from 44 nations sought to create a framework for international economic cooperation, leading to the formation of these two key institutions. The IMF was established to promote global monetary cooperation, facilitate international trade, and provide financial stability by offering short-term financial assistance to countries facing balance of payments problems.

In contrast, the World Bank was created to support long-term economic development and poverty reduction through financial and technical assistance for development projects in developing countries. Its initial focus was on rebuilding war-torn Europe, but it later shifted towards broader development goals in poorer nations. Both institutions were designed to ensure economic stability, foster sustainable growth, and reduce poverty globally, thereby contributing to a more stable and prosperous international economic environment. Over the decades, the IMF and World Bank have evolved, playing pivotal roles in responding to global economic crises and shaping development policies worldwide.

#### **3.2.2.1 Structure of the World Bank Group**

The World Bank Group comprises five closely related institutions, each with a specific mandate:

1. The International Bank for Reconstruction and Development (IBRD) focuses on providing loans and financial services to middle-income and credit-worthy low-income countries. Its main objective is to reduce poverty and support sustainable development by funding infrastructure, education, and other vital sectors.
2. The International Development Association (IDA) provides concessional loans (credits) and grants to the world's poorest countries and promotes economic growth, reduces

inequalities, and improves living conditions.

3. The International Finance Corporation (IFC) supports private sector development in developing countries through investment and advisory services and encourages private investment, creates jobs, and fosters sustainable economic growth.
4. Multilateral Investment Guarantee Agency (MIGA) provides political risk insurance and credit enhancement to encourage foreign investment in developing countries. It aims to promote foreign direct investment (FDI) in member countries to support economic growth and reduce poverty.
5. International Centre for Settlement of Investment Disputes (ICSID) provides facilities for the arbitration and conciliation of investment disputes between governments and foreign investors. It also fosters an international climate of mutual confidence and stimulates investment flows.

Among its institutions, the International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA) play significant roles in development.

### **3.2.2.2 International Bank for Reconstruction and Development (IBRD)**

The World Bank provides loans, grants, and other financial products through the International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA). The IBRD focuses on fostering financial growth in middle- and low-income countries. Along with loans, it offers advisory services, risk management, and technical support throughout the duration of a project. Middle-income nations like Thailand and Indonesia have significant growth and development potential. They attract considerable foreign investment and account for a large portion of exports. However, they also have substantial populations living in poverty. The World Bank and IBRD aim to invest in these countries and deliver top-tier global expertise to help them grow and address their challenges.

► fostering financial growth in middle- and low-income countries



### 3.2.2.3 Main Functions of IBRD

#### ► Providing financial aids

IBRD's mission has expanded from financial aid to reducing poverty and promoting sustainable development in middle-income and creditworthy low-income countries. One of the significant functions of IBRD is that it offers loans to middle-income and creditworthy low-income countries. These loans are primarily used to finance projects that improve infrastructure, education, health, and other critical sectors. It also provides both investment loans to specific projects and development policy loans targeting policy and institutional reforms to achieve specific development goals. It occasionally offers grants to support technical assistance, capacity building, and pilot projects that require initial funding.

#### ► Technical Assistance and Advisory Services

Similarly, IBRD provides technical assistance and advisory services to help countries design and implement effective development policies and projects. It helps to build the institutional capacity of governments and organisations to plan, execute, and monitor development projects effectively. It is also at the forefront in offering expert advice on economic policy, institutional reforms, and sector-specific strategies. This includes guidance on fiscal policy, regulatory frameworks, and governance structures. Similarly, it facilitates the sharing of global knowledge and best practices among countries. It conducts research, collects data, and disseminates findings on various development issues.

#### ► Promoting Sustainable Development

IBRD integrates environmental considerations into its development projects. It supports initiatives aimed at combating climate change, promoting renewable energy, and enhancing environmental conservation. Likewise, it focuses on social inclusion and equitable development by supporting projects that aim to reduce inequality, promote gender equality, and improve access to essential services for marginalised populations. Through supporting infrastructure development, private sector growth, and job creation it fosters economic growth by financing projects that enhance productivity, competitiveness, and innovation.

#### ► Supporting Governance and Institutional Reforms

IBRD also helps countries strengthen governance and institutions, which are crucial for sustainable development. This includes reforms in public financial management, civil service, and service delivery systems. Additionally, it supports anti-corruption initiatives to enhance transparency, accountability, civil society engagement, judicial independence, legal



frameworks and integrity in public institutions.

► Facilitating Global and Regional Cooperation

In addition, IBRD promotes regional integration and cooperation to address shared challenges and leverage collective strengths. It supports cross-border infrastructure projects, trade facilitation, and regional policy coordination. Similarly, IBRD collaborates with other international organisations, development agencies, and the private sector to mobilise resources and expertise for development. It also participates in global initiatives and partnerships to address issues such as climate change, health pandemics, and sustainable development goals (SDGs).

Overall, IBRD plays a crucial role in supporting the development efforts of middle-income and creditworthy low-income countries. By promoting good governance, fostering environmental and social sustainability, and facilitating global and regional cooperation, IBRD contributes significantly to the advancement of global development goals.

### 3.2.2.3 International Development Association (IDA)

► reduce poverty and promote inclusive growth

Established in 1960, IDA provides concessional loans and grants to support projects and programmes that enhance economic growth, improve living conditions, and foster resilience against economic and environmental challenges. Primary mission of IDA is to reduce poverty and promote inclusive growth. It targets the most vulnerable populations by supporting projects that create jobs, enhance income opportunities, and improve access to essential services. Following are the main areas of interference.

#### 1. Social development

- IDA funds programmes to improve healthcare systems, combat diseases, and promote maternal and child health.
- Investments are made to expand access to quality education, reduce drop-out rates, and enhance educational infrastructure.
- IDA supports safety nets and social protection programmes to shield the poorest from economic shocks.

#### 2. Infrastructure Development



- IDA finances infrastructure projects that lay the foundation for sustainable development. This includes building roads, bridges, and energy systems that connect communities, facilitate trade, and support economic activities.
- It makes investments in transportation networks to enhance connectivity and access to markets.
- It promotes projects with a focus on providing reliable and sustainable energy sources, such as hydropower and solar energy, to underserved regions.
- It supports initiatives to provide clean drinking water and improve sanitation facilities, reducing health risks and enhancing quality of life.

### 3. Resilience and Environmental Sustainability

IDA addresses environmental challenges and promotes resilience to climate change by financing projects that enhance environmental sustainability and disaster preparedness.

- **Climate Change Mitigation:** IDA supports renewable energy projects, reforestation efforts, and initiatives to reduce carbon emissions.
- **Disaster Risk Management:** Investments in early warning systems, resilient infrastructure, and community-based disaster preparedness programmes help countries manage and mitigate the impact of natural disasters.

### 4. Governance and Institutional Capacity

Improving governance and building institutional capacity are essential for sustainable development. IDA provides technical assistance and policy advice to strengthen public institutions, enhance transparency, and combat corruption.

- **Public Sector Management:** Support is provided to improve the efficiency and effectiveness of public administration.
- **Judicial and Legal Reforms:** IDA funds programmes to strengthen legal systems, enhance judicial independence, and promote the rule of law.
- **Anti-Corruption Initiatives:** Efforts are made to increase transparency, accountability, and citizen participation in governance.

#### 3.2.2.4 International Finance Corporation (IFC)

The International Finance Corporation (IFC) is a key institution within the World Bank Group. The IFC was

► foster private sector growth

established in 1956 as a member of the World Bank Group to address the need for private sector investment in developing countries. Recognising that public sector efforts alone were insufficient to increase economic development and reduce poverty, the IFC was created to foster private sector growth by providing financial assistance and advisory services.

### 3.2.4.1 Roles and Responsibilities

IFC plays a crucial role in ensuring financial safety to the private sector in developing countries. Its important roles are as follows.

1. **Providing financial aid and loans:** The IFC offers a variety of financial products to support private sector projects in developing countries. These include equity investments in companies, loans to private enterprises and financial products that facilitate international trade and support supply chain development. It also helps for mobilising capital from other institutions and private investors.
2. **Advisory roles:** The IFC provides advisory services to help businesses improve performance, implement best practices, and expand into new markets. This includes support in areas such as corporate governance, environmental and social standards, Public-Private Partnerships (PPPs) and operational efficiency.
3. **Promoting Sustainable Development:** The IFC integrates environmental and social considerations into its investment decisions. It supports projects that promote sustainable development, such as renewable energy, sustainable agriculture, inclusive development and responsible resource management.
4. **Capacity Building:** The IFC helps develop local financial markets by supporting financial institutions, capital markets, and regulatory frameworks. This includes investing in local banks, knowledge sharing, providing technical assistance, and promoting financial inclusion.

Though IFC plays a significant role in the growth of the private sector, its approach has been criticised due to its unequal distribution, environmental and social risks, and limited reach. Critics argue that some projects benefit large corporations and wealthy investors more than local communities, raising concerns about the distribution of benefits. Similarly, cases

► Environmental degradation

of environmental degradation, displacement of communities, and labour rights violations raises concerns on ineffective enforcement of safeguards.. Another criticism is that smaller enterprises may find it challenging to access IFC funding, limiting the institution's impact on grassroots economic development.

### 3.2.3 International Monetary Fund (IMF)

The International Monetary Fund (IMF) is a global organisation primarily focused on stabilising exchange rates and providing loans to countries in need. Most United Nations members are part of the IMF, with exceptions like Cuba, Liechtenstein, and Andorra. It was established along with the World Bank to reconstruct the international economic system after World War II as a result of the Bretton Woods Agreement which took effect in 1945. The major goals of the IMF are;

- 1) International monetary cooperation
- 2) To promote exchange rate stability
- 3) To help deal with balance of payments adjustment
- 4) To help deal with the economic crisis by providing international coordination loans, plus advice

#### 3.2.3.1 Functions of IMF

The IMF has a significant role in financial exchange at the international arena. Its main functions can be summarised as given below

► Economic Surveillance and Monitoring

1. One of the prominent functions the IMF performs is to evaluate the member countries' economies and to identify areas of potential weakness or risk, such as unbalanced economies with significant current account deficits or high debt levels. The objective of this monitoring is to prevent financial crises in these countries by highlighting economic imbalances.

► Loans to Countries Facing Financial Crises

2. Another function of the IMF is providing loans to countries facing financial crises. The IMF has \$300 billion in available funds, contributed by member countries when they join the Fund. During financial or economic crises, the IMF can provide loans to assist with financial adjustments. Since 1997, the IMF has facilitated over \$180 billion in bailout packages.



► Conditional Loans and Structural Adjustments

3. When the IMF grants loans, it typically requires the borrowing country to meet specific conditions, such as implementing policies to reduce inflation through tighter monetary policy. These requirements are known as 'conditionalities.'

► Policy Advice and Technical Assistance

4. Similarly, the IMF offers numerous reports and publications, along with support for local economies. This includes providing technical assistance and policy advice after monitoring the economic and financial policies of member countries.

► Capacity Development

5. Capacity development is one of the IMF's main functions, comprising about a third of its annual budget. It is offered to all member countries upon request and is customised to meet their specific needs. This support can enhance tax collection and strengthen public finances, modernise monetary and exchange rate policies, develop legal frameworks, and improve governance. Additionally, capacity development helps countries gather and distribute data to aid in decision-making.

### 3.2.3.2 Shortcomings of the IMF

► failure to establish stable exchange rates

The International Monetary Fund (IMF) faces many criticisms due to some reasons. Firstly, its failure to establish stable exchange rates is criticised. Initially, the IMF provided short-term finance to help countries address Balance of Payments (BoP) issues through an adjustable peg system. However, this system did not succeed in maintaining stable exchange rates. The imposition of conditions on loans is another criticism. In other words, the IMF often imposes strict conditions on poor countries seeking loans. Instead of focusing on its core mandate of exchange rate management and BoP issues, the IMF promotes market principles. It requires countries to cut public spending, increase prices of state services, and privatise state-owned enterprises under structural adjustment programmes. These measures, which are prerequisites for receiving IMF credit, are criticised for being harmful to the public and contributing to the Third World debt crisis. Its failure to eliminate trade restrictions is also criticised. The IMF has not succeeded in removing foreign exchange restrictions imposed by member countries, which impede the growth of international trade.

### 3.2.4 United Nations Development Programme (UNDP)

The United Nations Development Programme (UNDP) was established in 1965 through the merger of the United Nations Expanded Programme of Technical Assistance (EPTA) and the United Nations Special Fund. This consolidation aimed to streamline the efforts of the UN in international development, focusing on providing comprehensive support to developing countries. Headquartered in New York City, the UNDP operates in over 170 countries and territories, working to eradicate poverty, reduce inequalities, and build resilience to sustain development outcomes.

#### 3.2.4.1 Roles and Responsibilities

The role of UNDP is immense in developmental activities worldwide. Its important functions are given below.

##### 1. Promoting Sustainable Development

The UNDP plays a crucial role in advancing the Sustainable Development Goals (SDGs), a set of 17 global goals adopted by all UN member states in 2015. These goals address various aspects of sustainable development, including poverty eradication, health, education, gender equality, clean water, and climate action. The UNDP supports countries in integrating the SDGs into their national development plans and policies.

##### 2. Poverty Reduction

A core responsibility of the UNDP is to help countries reduce poverty and achieve inclusive economic growth. This involves supporting initiatives that create jobs, enhance income opportunities, and improve access to essential services. The UNDP also focuses on empowering marginalised and vulnerable populations to ensure no one is left behind.

##### 3. Strengthening Governance

The UNDP works to enhance governance and institutional capacity in developing countries. This includes promoting democratic governance, rule of law, human rights, and anti-corruption measures. By supporting transparent and accountable institutions, the UNDP aims to foster environments conducive to sustainable development.

#### 4. Crisis Prevention and Recovery

The UNDP assists countries in preventing and recovering from crises, such as conflicts, natural disasters, and economic shocks. The organisation provides technical support and resources for disaster risk reduction, conflict prevention, and post-crisis recovery efforts. This helps countries build resilience and mitigate the impact of future crises.

#### 5. Environmental Sustainability

The UNDP is committed to promoting environmental sustainability and combating climate change. It supports projects that focus on renewable energy, biodiversity conservation, sustainable land management, and climate resilience. The UNDP also helps countries access climate finance and implement national strategies to meet their environmental commitments.

#### 6. Gender Equality and Women's Empowerment

Promoting gender equality and empowering women are integral to the UNDP's mission. The organisation works to eliminate gender disparities in education, health, and employment, and to increase women's participation in political and economic decision-making processes. The UNDP supports policies and programmes that protect women's rights and address gender-based violence.

### 3.2.4.2 Shortcomings of UNDP

Though UNDP plays an important role in developmental activities at the international level, it has many shortcomings.

#### 1. Bureaucratic Inefficiencies

One of the notable criticisms of the UNDP is its bureaucratic inefficiencies. The organisation's large and complex structure can sometimes lead to slow decision-making processes and delays in project implementation. This can hinder the effectiveness and timeliness of its interventions.

#### 2. Limited Resources and Funding Constraints

The UNDP often faces challenges related to limited financial resources and funding constraints. Despite its broad mandate and ambitious goals, the organisation's budget is not

always sufficient to meet the growing demands of its member countries. This can limit the scope and scale of its programmes and projects.

### 3. Dependency on Donor Priorities

The UNDP relies heavily on contributions from donor countries, which can influence its priorities and activities. This dependency can sometimes result in a misalignment between donor interests and the actual needs of the recipient countries. It can also lead to a focus on short-term results rather than long-term sustainable development.

### 4. Impact Measurement and Accountability

Measuring the impact and effectiveness of UNDP's interventions can be challenging. While the organisation has made efforts to improve its monitoring and evaluation systems, there are still concerns about the accountability and transparency of its operations. Ensuring that projects deliver tangible and lasting results remains an ongoing challenge.

### 5. Political and Operational Constraints

Operating in politically unstable or conflict-affected regions poses significant challenges for the UNDP. Political constraints and security risks can limit its ability to deliver assistance and implement programmes effectively. Additionally, navigating complex political landscapes requires careful diplomacy and coordination with various stakeholders.

### 6. Coordination with Other Agencies

While the UNDP collaborates with various UN agencies and international organisations, coordination can sometimes be problematic. Overlapping mandates and competing priorities among different agencies can lead to inefficiencies and duplication of efforts. Improving inter-agency coordination is crucial for maximising the impact of development assistance.

## 3.2.5 Asian Development Bank (ADB)

The Asian Development Bank (ADB) was established on December 19, 1966, with the primary mission of fostering economic growth and cooperation in the Asia-Pacific region. The formation of the ADB was driven by the need to promote social



► economic growth and cooperation in the Asia-Pacific region.

and economic development in Asia, one of the world's poorest regions at the time. Headquartered in Manila, Philippines, the ADB operates with 68 member countries, 49 of which are from the Asia-Pacific region.

### 3.2.5.1 Roles and Responsibilities

ADB plays a crucial role in fostering growth and development in the Asia-Pacific region. Its main roles and responsibilities are as follows.

1. **Providing Financial Assistance:** ADB offers loans and grants to governments of member countries for projects that contribute to economic development and poverty reduction. It also provides loans to private enterprises and public-private partnerships (PPPs) without government guarantees, supporting private sector development.
2. **Technical Assistance:** ADB offers technical assistance to member countries to support project preparation, institutional strengthening, policy reforms, and capacity development. This assistance helps countries design and implement effective development projects and policies.
3. **Promoting Sustainable Development:** By financing projects in renewable energy, energy efficiency, climate change adaptation, and natural resource management, ADB promotes environmental protection. It also finances infrastructure projects such as roads, bridges, water and social development projects such as in education, health care etc.
4. **Regional Cooperation and Integration:** ADB plays a key role in promoting regional cooperation and integration in Asia and the Pacific. It supports cross-border infrastructure projects, regional trade agreements, and collaborative initiatives that address shared challenges such as environmental degradation and disaster risk management.
5. **Knowledge sharing:** ADB serves as a knowledge bank, offering research, data, and policy advice to its member countries. It conducts studies on economic and social issues, shares best practices, and facilitates knowledge exchange among countries in the region.

### 3.2.5.2 Shortcomings of the Asian Development Bank

Although the ADB plays a significant role in development in the area it covers, it has many constraints and limitations.

1. **Limited Impact on Poverty Reduction:** Despite its efforts, the ADB has faced criticism for its limited impact on poverty reduction. Critics argue that many of its projects have not effectively reached the poorest populations or adequately addressed the root causes of poverty.
2. **Environmental and Social Concerns:** Some ADB-financed projects have been criticised for causing environmental degradation and social displacement. Issues such as deforestation, pollution, and the displacement of local communities have raised concerns about the environmental and social sustainability of certain projects.
3. **Focus on Large-Scale Infrastructure:** While large-scale infrastructure projects are crucial for development, the ADB's emphasis on these projects sometimes overlooks the needs of smaller, community-based initiatives. This focus can lead to imbalanced development and neglect of local-level issues.
4. **Insufficient Stakeholder Engagement:** There have been instances where ADB projects did not adequately involve local communities and stakeholders in the planning and implementation process. This can result in a lack of local ownership and support, undermining the sustainability and effectiveness of projects.

### 3.2.6 Comprehensive Development Framework (CDF)

The Comprehensive Development Framework (CDF) was introduced by the World Bank in 1999. It aims to provide a holistic approach to development by emphasising long-term strategies and the need for a balanced consideration of social, structural, human, and physical aspects of development. As a part of this, the Comprehensive Development Index (CDI) which is a multidimensional metric designed to assess and compare the overall development status of countries or regions was introduced. Unlike traditional development indicators that often focus narrowly on economic performance (such as GDP), the CDI incorporates a broader range of factors to provide a more holistic view of development. These factors

► holistic view of development

typically include economic performance, social well-being, environmental sustainability, and governance quality.

### **3.2.6.1 Key Components of the CDI**

1. **Economic Indicators:** Metrics such as GDP per capita, employment rates, income inequality, and economic stability.
2. **Social Indicators:** Measures of health (life expectancy, infant mortality rates), education (literacy rates, school enrolment), and social inclusion (gender equality, access to services).
3. **Environmental Indicators:** Indicators of environmental health and sustainability, such as carbon emissions, renewable energy use, and biodiversity conservation.
4. **Governance and Institutional Indicators:** Assessments of political stability, rule of law, corruption levels, and the effectiveness of public institutions.

### **3.2.6.2 Features of Comprehensive Development Index**

The CDI is very relevant in developmental discourse. Its main features are given below.

1. **Holistic Policy Development:** The CDI encourages policymakers to adopt a more comprehensive approach to development planning. By highlighting multiple dimensions of development, it pushes for policies that are not solely focused on economic growth but also on social, environmental, and governance improvements.
2. **Improved Resource Allocation:** With a multidimensional understanding of development needs, governments and international agencies can allocate resources more effectively. The CDI helps identify which sectors require the most attention and investment, leading to more targeted and impactful development initiatives.
3. **Enhanced International Comparisons:** The CDI allows for better international comparisons by providing a common framework that goes beyond GDP. Countries can benchmark their performance against peers across various dimensions of development, fostering a more collaborative and competitive spirit in addressing global challenges.

4. **Informed Public Debate and Accountability:** The comprehensive nature of the CDI provides citizens and civil society organisations with a clearer picture of their country's development status. This transparency can fuel public debate, hold governments accountable, and drive demand for better governance and inclusive policies.

5. **Sustainable Development Goals (SDGs) Alignment:** The CDI aligns well with the United Nations' Sustainable Development Goals (SDGs), which emphasise a broad approach to development. By incorporating similar dimensions, the CDI helps countries track their progress towards achieving the SDGs, encouraging a more integrated and sustainable development agenda.

6. **Addressing Inequalities:** The CDI sheds light on various forms of inequality—economic, social, and environmental—within countries. By highlighting these disparities, it prompts targeted interventions aimed at reducing inequalities and promoting inclusive development.

7. **Encouraging Long-Term Planning:** Focusing on multiple dimensions of development encourages long-term strategic planning. Countries are more likely to consider future generations and sustainability in their development agendas, promoting policies that balance immediate needs with long-term benefits.

8. **Adaptive and Resilient Economies:** By considering environmental and social dimensions, the CDI promotes the development of adaptive and resilient economies. Countries can better prepare for and respond to global challenges such as climate change, pandemics, and economic shocks.

By moving beyond traditional economic indicators to include social, environmental, and governance factors, the CDI provides a more holistic and accurate picture of development. Its implications are far-reaching, influencing policy development, resource allocation, international comparisons, public accountability, alignment with global goals, inequality reduction, long-term planning, and economic resilience.

### **3.2.7 The Role of International NGOs in Development**

International Non-Governmental Organisations (INGOs) play a significant role in global development, often addressing issues that governments and Inter-Governmental Organisations



► mobilising public opinion,

(INGOs) either cannot or do not effectively tackle. They excel in mobilising public opinion, providing targeted and efficient assistance, and addressing issues that require immediate and innovative action.

### 3.2.7.1 Functions of INGOs

INGOs perform a wide range of functions and can be particularly influential in areas such as:

1. **Political Campaigns:** INGOs often lead efforts to raise awareness and mobilise public opinion on political issues. For example, Amnesty International campaigns for human rights worldwide.
2. **Development Awareness:** Organisations like Oxfam work to increase public understanding of global poverty and development challenges.
3. **Disaster Relief and Humanitarian Aid:** INGOs provide emergency assistance during natural disasters and humanitarian crises, often more quickly and flexibly than IGOs.
4. **Environmental Issues:** Groups like Greenpeace are known for their campaigns to protect the environment, including efforts to prevent pollution and save endangered species.

### 3.2.7.2 Influence and Impact

INGOs are often seen as successful when they effectively confront governmental power and influence public opinion. For instance, Greenpeace's "save the whale" campaign and its efforts to prevent the dumping of toxic chemicals at sea have drawn significant public attention and support. In many cases, INGOs are more visible and active than their IGO counterparts, such as the United Nations Environmental Programme (UNEP) or the United Nations Fund for Population Activities (UNFPA). While UNEP might conduct research and facilitate negotiations, Greenpeace directly mobilises public opinion and exposes environmental violations by corporations and governments.

► Governmental Permission

Despite their strengths, INGOs face significant challenges. One of the challenges it faces is that INGOs can only operate in countries where they are permitted to do so. Governments can restrict their activities, particularly when INGOs address sensitive issues like human rights. As a result of this, INGOs depend on permissive political conditions for their success. For

example, Amnesty International is able to operate publicly in only a limited number of countries due to the sensitive nature of its work.

► effectiveness is often contingent upon the political environment

INGOs play a crucial role in global development, particularly in areas where IGOs and governments may be less effective. However, their effectiveness is often contingent upon the political environment and the willingness of governments to allow them to operate. Despite these challenges, INGOs remain vital actors in promoting development, raising awareness, and advocating for policy changes on a global scale.

## Summarized Overview

International agencies significantly contribute to global development by providing financial aid, technical expertise, and policy guidance, particularly to developing countries. This unit examines the roles and impacts of major organisations like the World Bank, United Nations Development Programme (UNDP), International Monetary Fund (IMF), International Finance Corporation (IFC), and the Asian Development Bank (ADB). Each of these institutions has distinct functions, from financial assistance and technical support to promoting sustainable development and capacity building. For instance, the World Bank's IBRD and IDA focus on reducing poverty and supporting sustainable projects, while the IMF stabilises economies through surveillance and loans. The UNDP, on the other hand, targets poverty eradication and governance improvement, despite challenges like bureaucratic inefficiencies.

Additionally, the unit explores the Comprehensive Development Framework (CDF) introduced by the World Bank, which emphasises a holistic approach to development. It also highlights the pivotal role of International Non-Governmental Organisations (INGOs) in supporting issues that governments may overlook, such as human rights and environmental protection. Through these diverse efforts, international agencies drive forward comprehensive and inclusive global development agendas.

## Self-Assessment

1. Discuss the role played by the World Bank in development.
2. Explain the shortcomings of UNDP.
3. What is Comprehensive Development and Framework (CDF)?
4. Identify the functions of International Non-Governmental Organisations (INGO) in development.

## Assignments

1. Explain the primary roles of international agencies in global development. How do they support developing countries in terms of financial resources, technical expertise, and policy guidance?
2. Describe the structure of the World Bank Group, including the specific mandates of its five institutions. How do the International Bank for Reconstruction and Development (IBRD) and the International Development Association (IDA) specifically contribute to development in middle-income and low-income countries?
3. Discuss the main responsibilities of the UNDP in promoting sustainable development and reducing poverty. What are some of the challenges and criticisms faced by the UNDP in fulfilling its mission?
4. Outline the key functions of the IMF in stabilising the global economic system. What are some of the major criticisms of the IMF's approach to providing financial assistance and implementing economic reforms in developing countries?
5. Analyse the roles and impact of INGOs in addressing development issues that governments and IGOs might not effectively tackle. What are the main challenges that INGOs face in their operations, and how do these challenges affect their ability to influence global development?

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## Space for Learner Engagement for Objective Questions

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## UNIT 3

# Challenges to Development Administration

### Learning Outcomes

Upon the completion of this unit, the learner will be able to:

- ▶ analyse the impact of liberalisation, Privatisation, and Globalisation on Development
- ▶ explain the impact of globalisation on developing countries
- ▶ critically examine the importance and implications of the anti-development thesis

### Background

In today's world, the way we live, work, and engage with one another has been deeply influenced by the forces of liberalisation, privatisation, and globalisation (LPG). These three intertwined phenomena have reshaped not only global economic policies but also the fabric of our everyday lives. Consider how our shopping habits have changed—local markets are now filled with foreign products, from electronics to clothing, at prices driven by global competition. Our work environments have also transformed as industries shift towards more efficient, technology-driven processes, often at the cost of traditional jobs.

Liberalisation, for instance, refers to reducing government intervention in economic activities. By removing barriers like industrial licensing and import/export restrictions, markets have become more competitive. An example of this can be seen in the Indian telecommunications sector, where deregulation allowed private companies to enter the market, offering affordable services and transforming the way people communicate. This increased efficiency and accessibility, but it also brought challenges such as job losses in state-owned companies unable to compete.

Privatisation involves transferring the ownership of public enterprises to private entities with the hope of improving efficiency and boosting economic growth. A vivid example is the privatisation of India's aviation sector, where formerly state-run airlines



faced stiff competition from private players, leading to enhanced services, more flight options, and better customer experiences. However, this shift also resulted in layoffs and the weakening of unions, reflecting the broader challenge of balancing profit motives with workers' welfare.

Globalisation refers to the growing interconnectedness of national economies through international trade, investment, and the exchange of technology and information. This interconnectedness is visible in our daily lives—think of how smartphones made in China are sold in every corner of the world, connecting people across continents. While globalisation has created opportunities for innovation and market expansion, it has also introduced vulnerabilities. The 2008 global financial crisis, for example, revealed how economic downturns in one country can quickly ripple across the globe, impacting jobs, income levels, and public services.

These processes, while offering potential for growth and development, bring numerous challenges that development administration must address. For instance, income inequality has widened as certain sectors benefit disproportionately from global competition. Similarly, industries that cannot compete with global players face job losses, such as traditional textile workers struggling against cheaper imported fabrics. Moreover, globalisation often leads to environmental degradation—with deforestation and pollution intensifying to meet global demands. Additionally, cultural homogenisation threatens local traditions, as global media and products dominate daily life.

## Keywords

Market-orientation, Economic-integration, Job-mobility, Indigenous methods

## Discussion

► free operation of market forces.

### 3.3.1 Liberalisation, Privatisation, and Globalisation

Since the 1980s the concept of development all over the world has been influenced by the concept of liberalisation, privatisation, and globalisation. It has redefined the very concept of development and progress. Liberalisation refers to the process of reducing government regulations and restrictions in an economy to encourage the free operation of market forces. This includes removing controls such as industrial licensing, pricing and distribution regulations, import and export restrictions, foreign exchange regulations, capital issue controls by companies, credit controls, and investment restrictions. The

goal of liberalisation is to create a more efficient and competitive economic environment that can drive growth and development.

The following are the main characteristics of liberalisation.

- Reregulation is implemented by reducing or eliminating government rules and regulations that restrict business operations. This allows for more freedom and flexibility in the market.
- Trade liberalisation is effected by lowering tariffs, quotas, and other barriers to free trade. Liberalisation makes trade easier and cheaper.
- Privatisation happens when ownership of state-owned enterprises is transferred to the private sector. This is intended to improve efficiency and productivity by introducing private-sector management practices.
- Market Orientation shifts from a centrally planned economy to one that is driven by market forces. Prices, production, and distribution are determined by supply and demand rather than government directives.
- Encouraging foreign direct investment (FDI) takes place when restrictions on foreign ownership and investment are reduced. This brings in capital, technology, and expertise from other countries.
- Reforms are introduced to liberalise the financial sector to enhance its efficiency and integration into the global economy. This includes deregulating interest rates, reducing restrictions on banking operations, and encouraging competition among financial institutions.

### 3.3.1.1 Impact of Liberalisation on Development

#### ► positive impacts of liberalisation

Liberalisation has redefined the very concept of development and progress especially in developing countries. While it has contributed many positive changes in economies, it poses several challenges and threats to regional markets in different countries. Firstly, let us look into the positive impacts of liberalisation.

1. **Economic Growth:** Liberalisation can lead to higher economic growth by promoting efficiency, innovation, and competitiveness. The removal of barriers allows businesses to expand, innovate, and take advantage of new opportunities.

2. **Increased Investment:** By creating a more favourable environment for investment, liberalisation can attract both domestic and foreign investors. This influx of capital can be



used to develop infrastructure, create jobs, and stimulate economic activity.

3. **Employment Opportunities:** With increased business activities and investment, new employment opportunities are created. This can help reduce unemployment and improve living standards.

4. **Access to Technology:** Opening up the economy to foreign investment and trade can lead to the transfer of technology and expertise. This can enhance productivity and efficiency in various sectors of the economy.

5. **Consumer Benefits:** Liberalisation often leads to a greater variety of goods and services available to consumers at lower prices due to increased competition. This improves consumer choice and purchasing power.

6. **Improved Infrastructure:** Investment in infrastructure, such as transportation and communication networks, often increases with liberalisation. This supports economic activities and connectivity, facilitating further development.

### 3.3.1.2 Challenges and Criticisms

As we already mentioned, liberalisation poses many challenges and threats too. It has been criticised from several fronts due to its negative impacts on the indigenous population and their sources of income. To some extent, it exhibits the nature of erstwhile imperialism as it encroaches upon the very sovereignty of developing countries in the form of many prescriptions from monetary organisations such as the World Bank and IMF in the form of adjustment in economic policies in favour of foreign investment. Now we can summarise these challenges as follows.

► negative impacts on the indigenous population

1. **Income Inequality:** Liberalisation can lead to increased income inequality as benefits may not be evenly distributed. While some sectors and regions may thrive, others may lag behind, leading to social and economic disparities.
2. **Job Losses in Uncompetitive Industries:** The removal of trade barriers and increased competition can lead to the decline of uncompetitive industries, resulting in job losses and economic dislocation for affected workers and communities.
3. **Vulnerability to Global Shocks:** Greater integration into



the global economy can make countries more vulnerable to international economic fluctuations and crises, affecting their economic stability.

4. **Loss of Sovereignty:** Liberalisation often requires countries to conform to international standards and agreements, which can limit their ability to make independent economic decisions.
5. **Environmental Degradation:** The focus on economic growth and deregulation can lead to environmental degradation if proper safeguards are not in place. This includes over-exploitation of natural resources and increased pollution.

In conclusion, while liberalisation can drive economic growth and development by promoting efficiency and competitiveness, it also poses challenges that need to be managed to ensure inclusive and sustainable development.

### 3.3.2 Privatisation

Along with liberalisation and globalisation, privatisation is the popular approach at the international level. It refers to the process of transferring ownership and control of enterprises or services from the public sector (government) to the private sector (businesses and individuals). This shift is often aimed at improving efficiency, reducing government expenditure, and encouraging private investment and entrepreneurship. The following are the main characteristics of privatisation.

► transferring ownership

1. **Ownership Transfer:** The primary feature of privatisation is the transfer of ownership of public enterprises to private entities. This can involve selling state-owned companies to private investors or issuing shares to the public.
2. **Market Orientation:** Privatisation typically aims to introduce market mechanisms into formerly state-controlled sectors, encouraging competition and consumer choice.
3. **Efficiency Improvement:** The process is often driven by the belief that private companies operate more efficiently than public ones due to profit incentives, reduced bureaucratic red tape, and a stronger focus on innovation and customer satisfaction.
4. **Regulatory Changes:** Privatisation may be accompanied by changes in regulatory frameworks to facilitate private sector participation and ensure fair competition.



5. **Reduction of Public Sector Size:** By transferring certain functions and services to the private sector, governments aim to reduce their direct involvement in economic activities, focusing instead on regulatory and supervisory roles.

### 3.3.2.1 Impact of Privatisation on Development

As mentioned in the case of liberalisation, privatisation can have a profound impact on development, influencing economic growth, quality of services, and public welfare in various ways. At the same time, in developing countries like India where a large portion of the population is still in poverty, this creates many socio-economic problems. Its impact include;

- **Service Quality and Accessibility:** While privatisation can lead to improvements in service quality due to competitive pressures, it may also result in reduced accessibility for low-income populations if profit motives override public service considerations.
- **Employment and Labour Markets:** Privatisation often leads to restructuring and downsizing, which can result in job losses and changes in labour conditions. However, it can also create new employment opportunities in the private sector.
- **Income Inequality:** The impact on income inequality can be mixed. Privatisation may contribute to greater income inequality if the benefits are unevenly distributed or if essential services become more expensive for lower-income groups.
- **Regulatory Challenges:** Effective regulation is crucial to ensure that privatised entities do not exploit monopolistic positions or compromise on service quality and public welfare. Weak regulatory frameworks can lead to adverse outcomes.
- **Public Perception and Social Stability:** Privatisation can be controversial and may face public resistance, especially if it is perceived to benefit a few at the expense of the many. Social stability can be affected if privatisation results in significant job losses or reduced access to essential services.

In conclusion, while privatisation has the potential to drive economic development by enhancing efficiency and attracting investment, it must be carefully managed to mitigate potential negative impacts on social equity, employment, and public welfare. Effective regulatory frameworks and measures to ensure broad-based benefits are essential for maximising the positive impacts of privatisation on development.

► Effective regulatory frameworks

► interconnectedness and interdependence of the world's economies, societies, and cultures

### 3.3.3 Globalisation

Globalisation is mainly an economic process characterised by the growing integration of national economies through enhanced international trade, investment, and capital movements. Additionally, globalisation encompasses a swift rise in the cross-border exchange of social, cultural, and technological elements. It is a multifaceted phenomenon characterised by the increasing interconnectedness and interdependence of the world's economies, societies, and cultures. Its main characteristics include:

1. **Economic Integration:** The integration of national economies into a global economy through international trade, investment, and capital flows. This involves the reduction of trade barriers, the expansion of global markets, and the proliferation of multinational corporations.
2. **Technological Advancement:** Rapid technological innovation and the spread of information and communication technologies (ICTs) have facilitated faster and more efficient global interactions. The Internet, mobile technology, and advanced logistics systems play a crucial role in globalisation.
3. **Cultural Exchange:** Enhanced cross-border cultural interactions lead to the diffusion of ideas, values, and lifestyles. This includes the global spread of music, film, food, fashion, and other cultural products.
4. **Labour Mobility:** Increased movement of people across borders for employment, education, and tourism. This includes both skilled and unskilled labour migration, as well as international student exchanges.
5. **Political and Regulatory Harmonisation:** The alignment of national policies, regulations, and standards to facilitate international cooperation and reduce trade and investment barriers. This often involves the creation of international institutions and agreements.
6. **Environmental Interdependence:** Global environmental issues such as climate change, biodiversity loss, and pollution require coordinated international efforts and underscore the interlinked nature of global ecosystems.

#### 3.3.3.2 Impact of Globalisation on Developing Countries

Globalisation has had profound and varied effects on developing

countries. While it has created opportunities for economic growth and development in these countries, it has also created significant challenges. The impact can be analysed across several dimensions:

### 3.3.3.2.1 Economic Impact

#### ► Economic Growth and Development

Globalisation has led to increased foreign direct investment (FDI), which has spurred economic growth and industrial development in many developing countries. Access to global markets has allowed these countries to expand their exports, particularly in manufacturing and services. At the same time, the benefits of economic growth have often been unevenly distributed, leading to increased income inequality within countries. In some cases, the focus on export-led growth has made economies vulnerable to global market fluctuations.

#### ► Employment and Wages

As a result of economic growth due to globalisation new job opportunities have emerged, particularly in export-oriented industries. This has led to an increase in wages and a reduction in poverty for some segments of the population. Meanwhile, the shift towards global markets has also led to job displacement in traditional sectors. Furthermore, the competition to attract foreign investment has sometimes resulted in a "race to the bottom" in terms of labour standards and wages.

#### ► Technology and Knowledge Transfer

In addition, developing countries like India have benefited from the transfer of technology and knowledge from more advanced economies. This has improved productivity and spurred innovation in various sectors. At the same time, the technology gap between developed and developing countries has also widened, with the latter sometimes struggling to keep up with rapid technological advancements.

### 3.3.3.2.2 Social Impact

#### ► Quality of Life

Globalisation has improved access to goods and services, including healthcare, education, and consumer products. This has generally enhanced the quality of life and reduced poverty in many developing countries. However, the benefits have not been evenly distributed, and many people in rural or marginalised areas in countries like India have not experienced significant improvements in their quality of life.

Similarly, increased exposure to global cultures has led to greater cultural diversity and the exchange of ideas, fostering

► Cultural Exchange

innovation and creativity. However, the dominance of certain cultures, particularly Western culture, leads to the erosion of local traditions and cultural identities, contributing to cultural homogenisation.

### 3.3.3.2.3 Environmental Impact

► environmental degradation

Globalisation has increased awareness of global environmental issues and promoted the adoption of sustainable practices through international cooperation and standards. However, the rapid industrialisation and urbanisation associated with globalisation have often resulted in environmental degradation, including deforestation, pollution, and loss of biodiversity. Unlike developed countries, developing countries lack the resources and infrastructure to effectively manage these environmental impacts.

### 3.3.3.2.4 Political Impact

► strengthening of institutions of democracy

Globalisation has encouraged political reforms and the strengthening of institutions of democracy in some developing countries, driven by the need to create a conducive environment for international trade and investment. On the negative side, the influence of multinational corporations and international organisations undermines local governance and sovereignty, leading to policies that may not always align with national interests or priorities.

### 3.3.3.2.5 Global Integration

Participation in global institutions and agreements has increased the geopolitical influence of some developing countries, allowing them to play a more significant role in global decision-making processes. However, the dependency on global markets and international institutions limits the policy autonomy of developing countries, making them more vulnerable to external economic and political pressures.

► Technological advancement

Overall, the impact of globalisation on developing countries is complex and multifaceted. While it has opened up new opportunities for economic growth, technological advancement, and cultural exchange, it has also introduced significant challenges, such as increased inequality, environmental degradation, and political dependency. To maximise the benefits and mitigate the drawbacks, developing countries need to adopt strategies that promote inclusive and sustainable development,



strengthen regulatory frameworks, and enhance their capacity to manage the impacts of globalisation effectively. International cooperation and support from global institutions are also crucial in helping these countries navigate the complexities of globalisation.

### 3.3.4 Anti-Development Thesis

The anti-development thesis is a critical perspective that challenges the traditional notions of development, particularly those grounded in economic growth and modernisation theories. This approach argues that conventional development models often fail to address the underlying social, cultural, and environmental issues, and can exacerbate problems in developing countries.

Robert Chambers, a prominent development scholar, is closely associated with the anti-development thesis through his critical perspectives on conventional development practices. His works challenge the traditional top-down approaches that prioritise economic growth and modernisation, often at the expense of local needs, social equity, and environmental sustainability. Chambers advocates for more participatory, inclusive, and context-sensitive methods of development that emphasise the importance of local knowledge, community involvement, and empowerment. Participatory Rural Appraisal (PRA) is an approach developed by Chambers, which is a set of participatory methodologies designed to enable local people to share, enhance, and analyse their knowledge of life and conditions. PRA empowers communities to take a central role in the decision-making processes that affect their lives, challenging the top-down approaches that have historically dominated development planning.

#### ► Participatory Rural Appraisal (PRA)

#### 3.3.4.1 Features of Anti-Development Thesis

This thesis promotes a more holistic view of development that includes social, cultural, and environmental dimensions, rather than focusing solely on economic indicators like GDP. It also provides a thorough critique of the conventional development paradigms that gives prominence to economic growth over other forms of progress. Likewise, it questions the effectiveness of these models in addressing poverty, inequality, and environmental sustainability.

#### ► Critique of Traditional Development Models

This perspective also emphasises the value of indigenous knowledge, cultural practices, and local solutions that are often

► Focus on Indigenous Knowledge and Practices

overlooked by mainstream development strategies. It endorses development approaches that are rooted in local contexts and are more culturally sensitive and sustainable. Similarly, it highlights the environmental degradation caused by rapid industrialisation and modernisation. It argues for a more sustainable approach to development that considers the ecological impacts and promotes conservation.

► Social Justice and Equity

It also underscores the importance of social justice and equity in development. The thesis points out that traditional development models often lead to increased inequality and social exclusion, particularly among marginalised communities. Therefore, it put forward a developmental approach protecting the interests of marginalised and vulnerable groups.

► preservation of different cultures

### 3.3.4.2 Importance of the Anti-Development Thesis

Anti-development thesis establishes a theoretical framework rooted in a set of general ethical values. These values encompass social justice, political freedom, and fairness, highlighting the importance of prioritising basic human needs over mere economic growth. Ecological responsibility is also central, reflecting a deep respect for nature and a commitment to sustainable practices. This framework values solidarity and cultural diversity, arguing for the preservation of different cultures and nonviolent approaches to conflict resolution. Truth and independence are upheld as core principles, promoting transparency and self-reliance. Additionally, anti-development thought often incorporates "women's principles," recognising the intrinsic connection between women, nature, and nurturing roles. It emphasises cooperation and collaboration over competition and maintains a healthy scepticism towards conventional development paradigms that often prioritise economic metrics over human well-being and environmental sustainability. We can summarise its importance through the following points.

1. **Redefinition of Development Goals:** The anti-development thesis implies a need to redefine development goals to include non-economic aspects such as social well-being, cultural integrity, and environmental sustainability. It suggests that development should be more people-centred and context-specific.
2. **Policy Reorientation:** Governments and development agencies might need to reorient their policies to address the critiques raised by the anti-development thesis. This

could involve highlighting social programmes, supporting local economies, and implementing stricter environmental regulations.

3. **Decentralised Development Approaches:** The thesis pleads for decentralised development approaches that empower local communities and involve them in decision-making processes. This could lead to more effective and sustainable development outcomes.
4. **Scepticism towards Globalisation:** It calls for a more critical examination of globalisation and its impacts on developing countries. The anti-development perspective often views globalisation as a force that can undermine local economies, cultures, and environments.
5. **Alternative Development Models:** The anti-development thesis encourages the exploration and adoption of alternative development models such as eco-development, sustainable development, and participatory development. These models prioritise ecological balance, community participation, and long-term sustainability.
6. **Emphasis on Local Solutions:** By valuing local knowledge and practices, the anti-development thesis implies that development solutions should be tailored to the specific needs and conditions of each community, rather than applying a one-size-fits-all approach.
7. **Impact on International Aid and Development Assistance:** The thesis suggests a re-evaluation of international aid and development assistance programs. It argues that aid should support local initiatives and promote self-reliance, rather than fostering dependency and imposing external models of development.

The anti-development thesis plays a crucial role in challenging the status quo of development practices and highlighting their shortcomings. It calls for a more nuanced, inclusive, and sustainable approach to development that respects local contexts and gives priority to social equity and environmental integrity. By incorporating the insights of the anti-development thesis, policymakers, development practitioners, and international organisations can work towards more effective and equitable development outcomes that truly benefit all segments of society.

## Summarized Overview

Liberalisation involves reducing government regulations to encourage free market operations, including the removal of controls on industrial licensing, pricing, distribution, imports, exports, and investment. The goal is to create a more efficient and competitive economic environment that drives growth. Key features of liberalisation include the reduction of restrictive regulations, promotion of free trade by lowering tariffs and barriers, privatisation of state-owned enterprises, a shift toward market-driven principles, encouraging foreign direct investment, and financial sector liberalisation. While liberalisation can stimulate economic growth, attract investment, create jobs, and improve infrastructure, it also brings challenges like income inequality, job losses in uncompetitive sectors, vulnerability to global economic shocks, loss of national sovereignty, and environmental harm.

Privatisation refers to the transfer of ownership and control from the public to the private sector, aiming to improve efficiency, reduce government spending, and encourage private investment. Its key features include ownership transfer, market orientation, efficiency improvements, regulatory changes, and shrinking the public sector. Privatisation can drive economic growth, generate government revenue, improve service quality, and create jobs, but it may also contribute to income inequality, pose regulatory challenges, and impact public perception and social stability.

Globalisation integrates national economies through increased trade, investment, and capital flows, promoting rapid technological and cultural exchange. It involves economic integration, technological advancement, cultural exchange, labour mobility, political harmonisation, and environmental interdependence. In developing countries, globalisation has contributed to economic growth, increased investment, job creation, technology transfer, and an improved quality of life. However, it also presents challenges such as income inequality, job losses in traditional sectors, environmental degradation, and political dependency.

The anti-development thesis critiques traditional development models focused solely on economic growth. It emphasises indigenous knowledge, social justice, environmental concerns, and holistic approaches to development. The thesis calls for redefining development goals, reorienting policies, adopting decentralised approaches, remaining sceptical of globalisation, and exploring alternative development models. It advocates local solutions and a revaluation of international aid to support more sustainable and equitable development outcomes.



## Self-Assessment

1. Explain the role of liberalisation in development.
2. Discuss the challenges and criticisms against liberalisation.
3. Analyse the impact of globalisation of developing countries.
4. Identify the importance of anti-development thesis.

## Assignments

1. Explain the concept of liberalisation and identify its main characteristics. How do these characteristics aim to create a more competitive and efficient economic environment?
2. Analyse the impact of liberalisation on economic development. What are the potential benefits and drawbacks of liberalisation for developing countries?
3. Discuss the process of privatisation and its implications for development. What are the key characteristics of privatisation and how does it affect economic growth, government revenue, service quality, and income inequality?
4. Evaluate the characteristics of globalisation and their influence on developing countries. What are the economic, social, environmental, and political impacts of globalisation on these countries?
5. Critically assess the anti-development thesis. What are its main critiques of traditional development models, and what alternative approaches does it propose? What implications does this thesis have for redefining development goals and policies?

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## Suggested Reading

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## Space for Learner Engagement for Objective Questions

Learners are encouraged to develop objective questions based on the content in the paragraph as a sign of their comprehension of the content. The Learners may reflect on the recap bullets and relate their understanding with the narrative in order to frame objective questions from the given text. The University expects that 1 - 2 questions are developed for each paragraph. The space given below can be used for listing the questions.





# **BLOCK 4**

## **Issues and Strategies in Development Administration**



# UNIT 1

## Development and Economic Growth

### Learning Outcomes

Upon the completion of this unit, the learner will be able to:

- ▶ understand various development programmes in India, including their strategies and challenges.
- ▶ examine the constraints affecting economic growth and development within the Indian context.
- ▶ critically analyse sustainable development issues, focusing on equity and inter-generational harmony.

### Background

About a century of direct British colonial rule made the Indian economy reliant on the needs of the British economy. By 1947, India had largely become an exporter of raw materials essential for British industries. The government scarcely promoted heavy and basic industries, while the agricultural sector deteriorated due to a lack of investment and innovation. Widespread hunger and recurrent famines plagued the country almost every decade. Regional development became significantly uneven. After gaining independence, India faced major challenges, including eradicating hunger and restructuring the economy to become self-sufficient. This necessitated the formulation and effective implementation of various strategies. Over time, some of these strategies became obstacles to development and needed to be modified or discarded. The country's vast and varied geography, cultural and social diversity, differing political ideologies, and highly unequal economic capacities led successive Indian governments to adopt diverse and multifaceted development strategies. The country has experimented with various approaches, from people-centred development to neoliberal economic growth emphasising accumulation by a few with varied outcomes. This unit will discuss the limitations and challenges faced by India in this development voyage.



## Keywords

Economic planning, Cooperative Federalism, Rural-Urban disparity, Equity

## Discussion

### 4.1.1 Economic Planning

#### ► Five-Year Plans of India

After gaining independence, India adopted economic planning as a cornerstone strategy for national development. The Five-Year Plans, launched in 1951 and inspired by the Soviet Union's planning model, were designed to drive rapid economic growth to combat poverty, unemployment, and economic underdevelopment. The Planning Commission, established in 1950, was responsible for drafting and implementing these plans, each with specific socio-economic priorities. For example, the First Plan emphasised agriculture and irrigation, the Second Plan focused on industrialisation, and subsequent plans promoted self-reliance, stability, and poverty alleviation.

As India's needs evolved, so did the focus of the Five-Year Plans. The sixth plan emphasised economic liberalisation and technological self-reliance, while the eighth plan marked significant strides in economic liberalisation following the 1991 reforms. The eleventh and twelfth plans aimed at inclusive and sustainable growth, with investments in health, education, and infrastructure. Despite the varied outcomes, these plans played a crucial role in shaping India's economic policies and development trajectory. In 2014, the Planning Commission was replaced by NITI Aayog, signalling a shift towards a more flexible and inclusive approach to planning.

#### ► Green Revolution, nationalisation of banks, and economic liberalisation

The Five-Year Plans played a crucial role in shaping India's economic policies and development trajectory over the six decades. They paved the way for some of the revolutionary milestones in the Indian economy such as the Green Revolution, nationalisation of banks, and economic liberalisation. They provided a structured approach to address the country's socio-economic challenges, though their success varied across different periods. With the dissolution of the Planning



Commission in 2014 and the establishment of NITI Aayog, India has moved towards a more flexible planning approach, focusing on sustainable and inclusive growth.

### 4.1.2 NITI Aayog: Objectives and Role

► foster cooperative federalism

NITI Aayog, established to replace the Planning Commission, aims to foster cooperative federalism by involving state governments in the policy-making process and ensuring inclusive growth across the country. Its key objectives include strategic long-term planning, monitoring and evaluating the implementation of programmes, promoting innovation and research, and aligning national policies with Sustainable Development Goals (SDGs). By acting as a central repository of best practices and facilitating knowledge exchange, NITI Aayog tailors policies to meet the unique needs of different states, thereby addressing regional disparities and promoting equitable development.

► Expertise and recommendations on a broad range of issues

In its role as the government's primary policy advisor, NITI Aayog provides expertise and recommendations on a broad range of issues, advocating for evidence-based policies grounded in rigorous research and global best practices. It plays a crucial role in driving economic reforms and liberalisation, enhancing productivity and competitiveness through structural reforms and market-oriented policies. Additionally, NITI Aayog supports innovation and entrepreneurship through initiatives like the Atal Innovation Mission, advises on social sector reforms in health and education, and coordinates large-scale infrastructure projects. Its commitment to sustainable development and environmental sustainability ensures that India's growth trajectory aligns with global climate goals, making it a central player in shaping the country's contemporary policy landscape.

### 4.1.3 Specific Programs for Development

Since independence, India's socio-economic development approach has focused on implementing various socio-economic welfare programmes under the government targeting development to various segments of society. These programmes also adopted comprehensive, inclusive growth aimed at addressing various facets of poverty and inequality. Some of these programmes are as follows:

1. Integrated Child Development Scheme (ICDS):

- Launched in 1975, this programme aims to improve the health, nutrition, and development of children under 6 years, pregnant women, and lactating mothers.
2. Mid-Day Meal Scheme: Initiated in 1995, it provides free lunches to children in primary and upper primary schools to enhance nutritional status and encourage school attendance.
  3. Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA): Enacted in 2005, it guarantees 100 days of wage employment annually to rural households for unskilled manual work to enhance livelihood security.
  4. Pradhan Mantri Rozgar Yojana (PMRY): Launched in 1993, this scheme aims to provide self-employment opportunities to educated unemployed youth by offering financial assistance for small businesses.
  5. Pradhan Mantri Awaas Yojana (PMAY): Introduced in 2015, it aims to provide affordable housing to urban and rural poor, with a target of building 20 million houses by 2022.
  6. Pradhan Mantri Gram Sadak Yojana (PMGSY): Launched in 2000, it focuses on providing all-weather road connectivity to unconnected rural habitations.
  7. Sampoorna Grameen Rozgar Yojana (SGRY): Initiated in 2001, this programme aimed to provide additional wage employment and food security in rural areas through the creation of durable assets.
  8. Swachh Bharat Mission (SBM): Launched in 2014, this national campaign aims to eliminate open defecation and improve solid waste management by constructing toilets and promoting cleanliness.
  9. National Old Age Pension Scheme: Initiated in 1995 under the National Social Assistance Programme (NSAP), it provides financial assistance to the elderly, widows, and disabled individuals.
  10. Jawaharlal Nehru National Urban Renewal Mission (JNNURM): Launched in 2005, this scheme aims at improving urban infrastructure and services through focused city-specific planning and governance reforms.
  11. Swarna Jayanti Shahari Rozgar Yojana (SJSRY): Introduced in 1997, it aimed to provide gainful employment to the urban unemployed and underemployed through self-employment and wage employment ventures.
  12. Pradhan Mantri Jan Dhan Yojana (PMJDY): Launched in 2014, it aims to ensure financial inclusion by pro-

viding affordable access to financial services like banking, savings, and insurance to all households.

13. Digital India: Initiated in 2015, this campaign aims to transform India into a digitally empowered society and knowledge economy by improving online infrastructure and increasing internet connectivity.

## 4.1.4 Strategies for Implementation of Developmental Programmes in India

### 4.1.4.1 Targeting Rural and Urban Disparities

► Enhanced access to quality healthcare and education in rural regions

In India, many rural areas still struggle with poor infrastructure and basic amenities compared to urban regions. Therefore, investing in building and upgrading infrastructure such as roads, bridges, water supply systems, and electricity in rural areas is essential for overall development. Enhanced access to quality healthcare and education in rural regions through more hospitals, clinics, schools, and colleges is also crucial. Providing extensive support to the agricultural sector, including subsidies, modern farming techniques, irrigation projects, and access to markets, will boost rural incomes and reduce migration to cities. Additionally, focusing on sustainable urban planning is necessary to address the challenges of rapid urbanisation, such as housing shortages, traffic congestion, and pollution, by developing satellite towns and smart cities to decongest metropolitan areas.

### 4.1.4.2 Inclusivity in Development

► Capacity-building and empowerment initiatives

Formulating and implementing policies that specifically target marginalised communities is crucial to ensuring they receive their fair share of development benefits. This includes enforcing anti-discrimination laws and promoting affirmative action. Comprehensive social welfare programmes should be launched to improve the living standards of marginalised groups such as Scheduled Castes, Scheduled Tribes, Other Backward Classes, women, and persons with disabilities. Capacity-building and empowerment initiatives, including training programmes and microfinance schemes, can enhance the skills and employability of these individuals while promoting entrepreneurship through mentorship and support. Additionally, it is essential to ensure that marginalised communities are represented in decision-making processes at all levels of government, encouraging their active participation in local governance, community planning,

and the implementation of development projects.

#### 4.1.4.3 Leveraging Technology and Innovation

► robust digital infrastructure

Developing a robust digital infrastructure that ensures high-speed internet connectivity across the country, including in remote and rural areas, is crucial for expanding digital services to improve access to information, e-governance, and online education. Implementing e-governance initiatives can streamline government services, reduce bureaucratic delays, and increase transparency, using digital platforms for service delivery, grievance redressal, and citizen engagement. Establishing innovation hubs and incubators will foster a culture of entrepreneurship and innovation, supporting startups with funding, mentorship, and access to markets. Integrating smart technologies such as IT, AI, and blockchain in sectors like agriculture, healthcare, and education can enhance efficiency, improve outcomes, and drive development. Additionally, encouraging public-private partnerships can leverage technological expertise and resources for the effective implementation of developmental projects.

#### 4.1.5 Problems and Challenges for Development Programs in India

##### 4.1.5.1. Bureaucratic Inefficiencies

► skill deficit among bureaucratic personnel

Development programmes in India face significant challenges due to bureaucratic inefficiencies, such as excessive regulation and complex administrative procedures that slow down implementation, causing delays in approvals, clearances, and decision-making, ultimately leading to cost overruns. Additionally, poor coordination among various government departments and agencies results in fragmented efforts and duplication of work, wasting resources and yielding suboptimal outcomes. Furthermore, a skill deficit among bureaucratic personnel, who often lack the necessary training and expertise to manage and execute development programmes effectively, contributes to poor planning and execution.

##### 4.1.5.2. Corruption and Mismanagement

Corruption and mismanagement are significant challenges that hinder the effectiveness of development programmes in



- weak mechanisms for accountability and oversight

India. Corruption at various levels of government leads to the diversion of funds meant for these programmes, reducing their impact on the intended beneficiaries. Additionally, weak mechanisms for accountability and oversight result in poor monitoring of programme implementation, allowing corruption and mismanagement to go unchecked. This often leads to the inefficient use of resources, including financial, human, and material resources, which in turn diminishes the overall effectiveness of development programs.

#### 4.1.5.3. Regional Imbalances

- migration from rural to urban areas

Regional Imbalances pose significant challenges for development programmes in India. There is a marked disparity in development between different regions, with some states and districts lagging far behind others in terms of infrastructure, economic growth, and social indicators. Most often, the disproportionate allocation of resources often favours more developed regions, exacerbating existing inequalities and leaving underdeveloped areas with inadequate support for growth. These imbalances drive migration from rural to urban areas, leading to overpopulation and strain on urban infrastructure, while rural areas suffer from depopulation and reduced economic activity.

#### 4.1.5.4. Lack of Infrastructure

- limited digital connectivity

India's development programmes face significant challenges due to a lack of infrastructure. Inadequate transport networks, including poor roads, railways, and public transport systems, hinder connectivity and access to markets, healthcare, and education, particularly in rural and remote areas. Deficient utility services, such as electricity, water supply, and sanitation, negatively impact the quality of life and economic activities. Additionally, limited digital connectivity, with insufficient internet and telecommunications infrastructure, restricts access to information and digital services essential for modern development initiatives.

#### 4.1.5.5. Environmental Concerns

Environmental concerns pose significant challenges to development programmes in India. The degradation of natural resources through deforestation, soil erosion, and depletion of water sources threatens sustainable development and the livelihoods of rural communities. Pollution from industrialisation and urbanisation also adversely affects public health and the

environment. Additionally, India is highly vulnerable to the impacts of climate change, including extreme weather events, rising sea levels, and changing agricultural patterns, which complicate development efforts and long-term sustainability. Balancing economic growth with environmental protection remains a major challenge, necessitating development programmes that promote sustainable practices and mitigate negative environmental impacts.

► Pollution from industrialisation and urbanisation

Addressing these problems and challenges is crucial for the successful implementation of development programmes in India. By improving bureaucratic efficiency, combating corruption, addressing regional imbalances, enhancing infrastructure, and prioritising environmental sustainability, India can achieve more effective and equitable development outcomes.

## **4.1.6 Limitations of Economic Growth and Development**

### **4.1.6.1 Distribution of Wealth and Income Inequality.**

► Unequal wealth distribution

Economic growth often leads to increased income inequality, where the benefits are disproportionately enjoyed by the wealthy, leaving a significant portion of the population without improvements in living standards. Unequal wealth distribution exacerbates social tensions and reduces social mobility, as policies favouring capital owners over labour concentrate wealth and hinder lower-income groups from improving their economic status. High levels of inequality can undermine social cohesion, lead to political instability, and negatively impact health and education outcomes, perpetuating the cycle of poverty.

### **4.1.6.2 Environmental Degradation and Resource Depletion**

Economic growth and development often come with significant limitations, particularly concerning environmental degradation and resource depletion. Rapid industrial activities, deforestation, and over-exploitation of natural resources can lead to severe environmental degradation, raising sustainability concerns. The extraction of finite resources like minerals, fossil fuels, and water risks long-term economic sustainability and creates vulnerabilities due to over-reliance on non-renewable resources. Additionally, economic activities that increase

► habitat destruction and biodiversity loss

greenhouse gas emissions contribute to climate change, impacting agriculture, weather patterns, and sea levels, which can lead to economic losses and negatively affect livelihoods, especially in developing countries. Furthermore, economic development frequently results in habitat destruction and biodiversity loss, disrupting ecosystems and reducing the availability of essential natural resources.

#### 4.1.6.3 Social and Cultural Factors Affecting Development

► Deep-rooted social hierarchies

Development initiatives often encounter social and cultural barriers that limit their effectiveness. Cultural resistance, such as adherence to traditional gender roles, can hinder women's participation in the workforce. Deep-rooted social hierarchies and discrimination based on caste, ethnicity, or religion restrict access to resources and opportunities for marginalised groups, impeding inclusive development. Additionally, socio-cultural factors like a preference for traditional forms of education or early marriage can negatively impact educational attainment, thus limiting human capital development.

#### 4.1.6.4 Policy and Implementation Gaps

Development policies often suffer from a lack of comprehensive planning and consideration of local contexts, resulting in national-level policies that may not address the specific needs of different regions or communities. Inadequate or inefficient allocation of resources, including delays in funding, corruption, and mismanagement, can lead to the failure of development programs. The gap between policy formulation and on-the-ground implementation is often wide due to bureaucratic inefficiencies, lack of coordination among agencies, and insufficient monitoring and evaluation mechanisms. Additionally, frequent changes in government, political priorities, and policy direction can disrupt ongoing development programmes, leading to inconsistency and unpredictability in development efforts.

► bureaucratic inefficiencies

Addressing these limitations requires a holistic approach to development that goes beyond traditional economic metrics, considers the multidimensional nature of well-being, acknowledges the impact of social and cultural factors, and bridges the gap between policy and practice. This includes integrating comprehensive and inclusive development indicators, fostering participatory development processes, and ensuring robust systems for policy implementation and evaluation.

#### 4.1.6.5 Economic Growth Measurement

##### ► Gross National Income (GNI)

Economic growth, commonly measured by Gross Domestic Product (GDP) and Gross National Income (GNI), has several limitations. GDP measures the total value of goods and services produced within a country's borders, but it does not account for income earned by residents from overseas investments or reflect the economic well-being of citizens. GNI, which includes GDP plus net income from abroad, provides a broader measure of economic activity. However, both GDP and GNI fail to capture informal economic activities, unpaid work, and income distribution among the population. Additionally, these metrics overlook critical factors such as environmental sustainability and quality of life, which are essential for holistic development. Similarly, The Human Development Index (HDI) has several limitations that impact its effectiveness in measuring development. Its narrow focus on education, life expectancy, and per capita income overlooks other critical aspects such as inequality, gender disparity, and environmental sustainability. Furthermore, the HDI may not capture dynamic aspects of development, such as recent technological advancements, changes in political stability, or short-term economic shocks.

#### 4.1.7 Issues in Sustainable Development: Equity and Intragenerational Harmony

##### 4.1.7.1 Equity

Equity in sustainable development refers to the fair and just distribution of resources, opportunities, and benefits among all segments of society, ensuring that no group is disadvantaged or marginalised. It is a cornerstone of sustainable development because it addresses the disparities that can lead to social unrest, economic inefficiency, and environmental degradation. Achieving equity ensures that development is inclusive and benefits all members of society, contributing to long-term stability and prosperity.

##### 1. Economic Equity

Economic equity involves the fair distribution of economic resources and opportunities, ensuring that wealth and benefits from economic activities are shared widely. This includes ensuring that all communities have access to essential resources for economic development, such as capital, land, and technology. Policies aimed at reducing income inequality, such



► fair distribution of economic resources

as progressive taxation, social security, and minimum wage laws, are crucial for equitable income distribution. Additionally, creating jobs and ensuring fair wages across different sectors and regions, along with providing training and education, helps people secure better employment opportunities.

## 2. Social Equity

► equal access to essential services

Social equity is fundamental to sustainable development, ensuring that all individuals have equal access to essential services and opportunities crucial for their well-being and growth. This encompasses providing quality education to everyone, regardless of socio-economic status, gender, ethnicity, or location, by building schools in underserved areas, offering scholarships, and removing barriers to education. It also involves ensuring access to affordable and quality healthcare services through expanded healthcare infrastructure, health insurance provision, and addressing health disparities among different population groups. Furthermore, it requires creating an environment where all individuals have opportunities for advancement, which includes equal opportunities in the workplace, anti-discrimination policies, and support for marginalised groups to fully participate in economic, social, and political life.

### 4.1.7.2 Intra-generational Harmony

Intra-generational harmony refers to ensuring fairness and equitable development within the same generation. It emphasises balancing the needs and interests of different groups, such as rural and urban populations, rich and poor, and various cultural or ethnic communities, to promote social stability and cohesion.

#### 4.1.7.2.1 Economic and Social Integration

► community engagement

Achieving intra-generational harmony in sustainable development requires a dual focus on economic and social integration. Reducing disparities is crucial and can be addressed by implementing policies that bridge economic and social gaps among different groups within the current generation. Such policies may include regional development programmes, social welfare schemes, and inclusive growth strategies. Equally important is community engagement, which emphasises the active participation of all community groups in the development process. This involves involving local communities in decision-making, planning, and implementing development projects,



ensuring that the voices and needs of all segments of society are heard and addressed.

#### 4.1.7.2.2 Social Justice

► effective conflict resolution mechanisms

Social justice is a crucial component of sustainable development as it ensures that all individuals are treated fairly and justly in all aspects of society. This entails implementing legal frameworks that protect against discrimination and promote equal rights. Additionally, maintaining intra-generational harmony requires effective conflict resolution mechanisms. These mechanisms should promote dialogue, understanding, and cooperation among different groups to address conflicts and grievances, fostering a cohesive and equitable society.

#### 4.1.7.2.3 Environmental Justice

► inclusive environmental policies

Environmental justice is a crucial aspect of sustainable development. It focuses on the fair distribution of environmental benefits and burdens. This means ensuring that all communities have access to clean air, water, and land, and are not disproportionately affected by environmental hazards. Additionally, inclusive environmental policies are essential; these policies must consider the needs and rights of all groups, particularly those who are most vulnerable to environmental changes and impacts.

By addressing equity and intra-generational harmony, sustainable development aims to create a society where all members have the opportunity to prosper and live in a healthy, fair, and cohesive environment. This approach not only promotes immediate well-being but also lays the foundation for enduring and sustainable progress.

## Summarized Overview

Post-independence, India's socio-economic development has been characterised by strategic economic planning and diverse welfare programmes aimed at inclusive growth. The Five-Year Plans, initiated in 1951, provided a structured approach to address economic challenges through focused interventions in agriculture, industrialisation, and poverty eradication. Notable achievements include the Green Revolution, nationalisation of banks, and economic liberalisation. In 2014, the Planning Commission was replaced by NITI Aayog to foster cooperative federalism and promote sustainable development aligned with global goals. Complementing these planning efforts are various specific programmes such as ICDS, MGNREGA, PMAY, and SBM, addressing health, education, employment, housing, and sanitation. Despite these efforts, challenges such as bureaucratic inefficiencies, corruption, regional imbalances, and environmental concerns persist, necessitating continuous improvements in policy implementation and governance. The transition towards flexible planning and the integration of technology and innovation underscore India's evolving strategy to ensure equitable and sustainable growth.

## Self-Assessment

1. Identify the major roles of NITI Aayog.
2. List out the major socio-economic development programmes in India.
3. Discuss various challenges to development programmes in India.
4. Define environmental justice.

## Assignments

1. Discuss the evolution of India's Five-Year Plans from 1951 to the present.
2. Explain the role of the Planning Commission in India's economic planning and how its replacement by NITI Aayog in 2014 marked a shift in the country's planning approach.
3. Analyse the objectives and roles of NITI Aayog in contemporary policy-making, especially in fostering cooperative federalism and ensuring sustainable development across states.
4. Identify and discuss the major challenges faced by development programmes in India.
5. Critically analyse various issues in Sustainable Development.

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## Space for Learner Engagement for Objective Questions

Learners are encouraged to develop objective questions based on the content in the paragraph as a sign of their comprehension of the content. The Learners may reflect on the recap bullets and relate their understanding with the narrative in order to frame objective questions from the given text. The University expects that 1 - 2 questions are developed for each paragraph. The space given below can be used for listing the questions.





## UNIT 2

# Planning and Development Strategies

### Learning Outcomes

Upon the completion of this unit, the learner will be able to:

- ▶ understand the concept, significance, and evolution of Community Development Programmes and Area Development Programmes
- ▶ critically analyse the role of local support systems in fostering development
- ▶ examine the role of Development Administration during pandemics

### Background

India's journey towards inclusive and sustainable development has been shaped by a comprehensive approach to planning and development strategies that integrate community and area development. Community development in India is pivotal in improving the socio-economic conditions of local populations by encouraging collective efforts to tackle common challenges. It involves collaboration among community members and governmental support to achieve sustainable development in areas such as education, healthcare, infrastructure, and economic empowerment. The concept extends to both geographically based communities and communities of interest, emphasising self-reliance and quality of life improvements. Historically, India's community development has evolved from rural-centric initiatives of pre-independence to comprehensive government programmes like the Community Development Programme of 1952, MNREGA, and PMAY. These programmes aim to integrate communities into national progress, enhancing social justice, equality, and participation. Regional development strategies, such as the Western Ghats Development Programme, address disparities in ecologically sensitive areas. Local institutions like Panchayati Raj Institutions (PRIs) and self-help groups (SHGs) play a crucial role in this inclusive and participatory governance.



## Keywords

CDPs, Area Development, PRIs, Pandemic, Health care systems.

## Discussion

### 4.2.1 Community Development

- Improve the socio-economic conditions of communities

Community development is one of the key strategies in development especially in the context of India. It refers to the process where community members come together to take collective action and generate solutions to common problems. It is a comprehensive approach that seeks to improve the socio-economic conditions of communities through a variety of means such as education, healthcare, infrastructure development, and economic empowerment. The significance of community development lies in its potential to create sustainable development by empowering communities to identify and solve their own problems, fostering self-reliance, and improving quality of life.

#### 4.2.1.1 Community

- social, religious, or occupational group

Community development involves understanding the concepts of "community" and "development." A community is defined as a self-sufficient population residing in a specific geographic area, united by feelings of interdependence and unity. It can also be a social, religious, or occupational group with shared characteristics or interests, distinct from the larger society, such as the business community or the community of scholars.

- geographically based or communities of interest

Communities can be geographically based or communities of interest. Over the past three centuries, the notion of community has evolved from an agricultural and rural focus to an urban industrialised society, and now to a post-industrial society. This shift has led to a decline in traditional community life and civil society organisations, erosion of family networks, increased inequality, and the growth of institutions to fulfil needs previously met by the community.

#### 4.2.1.2 Concept of Community Development

Community development is the process where people's efforts

combine with governmental support to improve economic, social, and cultural conditions, integrating communities into national life and contributing to national progress. It is a collaborative effort by communities, institutions, and stakeholders to build capacity for a positive impact on quality of life.

► integrating communities into national life and contributing to national progress

Community development focuses on creating active and sustainable communities based on social justice and mutual respect. It seeks to influence power structures to remove barriers preventing people from participating in decisions affecting their lives. Community workers facilitate this participation, connecting communities and influencing broader policies and programmes. Core values include fairness, equality, accountability, opportunity, choice, participation, mutuality, reciprocity, and continuous learning. The aim is to educate, enable, and empower individuals and groups to strengthen face-to-face communities, meet psychological and practical needs, and campaign for rights and resources.

#### **4.2.1.3 Features of Community Development Programmes (CDPs)**

1. **Asset-Based Approach:** CDPs focus on identifying and utilising the existing strengths and resources within a community. It involves mapping community assets such as skills, knowledge, social networks, physical infrastructure, and institutions. By recognising and leveraging these assets, communities can develop initiatives that build on what they already have, rather than solely addressing deficiencies.
2. **Inclusive Processes:** Inclusivity ensures that all community members, regardless of their background, have a voice and can participate in development processes. This approach values the diversity of the community and seeks to include marginalised or underrepresented groups. Inclusive processes help create a sense of belonging and ensure that development efforts are equitable and reflective of the entire community.
3. **Community Ownership:** For community development to be sustainable, it is crucial that community members are actively involved in planning and leading initiatives. This strategy fosters a sense of ownership and responsibility among community members, ensuring that projects are more likely to be accepted, maintained, and supported over the long term.

► Community Development Programme (CDP)

Community development in India has evolved significantly over the decades. The roots can be traced back to pre-independence movements, such as the initiatives by Mahatma Gandhi who emphasised rural development and self-sufficiency. Post-independence, the Indian government launched the Community Development Programme (CDP) in 1952, which aimed at the overall development of rural areas through a multi-sectoral approach. Over the years, various other programmes like the Integrated Rural Development Programme (IRDP), Mahatma Gandhi National Rural Employment Guarantee Act (MNREGA), the Pradhan Mantri Awas Yojana (PMAY), Deen Dayal Upadhaya Gram Jyoti Yojana, and Members of Parliament Local Area Development Scheme have been introduced to address specific aspects of rural and urban community development.

## 4.2.2 Area Development

► originated as part of the country's planning policy

The concept of area development in India originated as part of the country's planning policy aimed at achieving balanced regional development. This approach gained significant momentum during the Fifth Five Year Plan, initiated to address and reduce regional imbalances and to accelerate economic development in lagging regions. India's vast size and diverse geography pose significant challenges to balanced regional development, as the unequal distribution of resources has led to growing disparities between various regions. While economic and social development is often analysed at the state level, even prosperous states contain pockets of underdeveloped and backward areas. These disparities are often due to diverse geographic, economic, and social characteristics, such as hilly and inaccessible terrains, distinct cultural groups like tribal communities, problematic environments like deserts and drought-prone areas, and ecologically sensitive regions like the Western Ghats. Special attention is required to develop these regions in accordance with their unique geographical and socio-economic environments.

### 4.2.2.1 Strategies for Area Development

The strategy for area development can be broadly categorised into two approaches: (i) Command Area Development and (ii) Watershed Area Development. The Command Area Development approach focuses on the comprehensive development of irrigated regions, while the Watershed Area Development approach targets the development of rainfed

regions. Regardless of the specific approach or area type, area development programmes have largely been managed by the Central Government, which has initiated numerous programmes for the development of hilly and rainfed areas across the country. Key area development programmes being implemented in the states include:

► two approaches in area development

1. Western Ghats Development Programme (WGDP)
2. Hill Area Development Programme (HADP)
3. Drought Prone Areas Programme (DPAP)
4. Integrated Wastelands Development Programme (IWDP)
5. National Watershed Development Project for Rainfed Areas (NWDPA)
6. Rashtriya Sam Vikas Yojana (RSVY)

### 4.2.3 Challenges and Way Forward

Community development and area development programmes face a multitude of challenges that hinder their progress and effectiveness. Challenges such as caste and gender discrimination, low literacy rates, and health issues create significant barriers to inclusive development. Similarly, widespread poverty, high unemployment rates, inadequate infrastructure, and limited access to markets and essential services. Furthermore, hurdles such as bureaucratic red tape, corruption, and political instability obstruct development efforts and reduce the efficacy of initiatives aimed at improving community welfare. To address these challenges and pave the way forward for community and area development, the following steps are necessary.

1. **Social Inclusion:** It is essential to implement programmes that promote equality and inclusion. Educational initiatives targeting marginalised groups and gender empowerment projects can help to break down social barriers and improve access to opportunities for all community members.
2. **Economic Empowerment:** Enhancing economic opportunities through income-generating activities, skill development programmes, and microfinance initiatives can significantly improve the economic conditions of communities. These efforts help to create sustainable livelihoods and re-

► Steps for tackling challenges

duce poverty and unemployment.

3. **Good Governance:** Promoting transparency, accountability, and community participation in governance is crucial for reducing corruption and improving the effectiveness of development programmes. Engaging community members in decision-making processes ensures that development initiatives are more responsive to local needs and priorities.
4. **Partnerships:** Fostering collaboration between the government, non-governmental organisations (NGOs), and the private sector can leverage diverse expertise and resources for community development. Such partnerships can enhance the scope and impact of development programmes.

► convergence of various initiatives

Additionally, there is a need for convergence of various initiatives, especially those focused on poverty alleviation, to ensure they are genuinely participatory and community monitored. Both people-led and government or NGO-inspired initiatives must work together in a coordinated manner to maximise their impact and sustainability. By addressing these challenges through inclusive, economic, and governance-focused strategies, and fostering strong partnerships, community development and area development programmes can achieve their goals of improving the quality of life for all members of society.

## 4.2.4 Local Level Support Systems

Local-level support systems refer to the network of institutions, organisations, and resources that operate at the grassroots level to support community development and enhance local governance. These include Panchayati Raj Institutions (PRIs), self-help groups (SHGs), local NGOs, and community-based organisations (CBOs).

### 4.2.4.1 Importance and Role of Local-Level Support Systems in Development

Local-level support systems play a crucial role in community and area development by facilitating empowerment, resource mobilisation, service delivery, and economic growth. They play the following roles in regional development.



- **Empowerment communities:** By promoting active participation in decision-making processes, these institutions ensure that development initiatives are aligned with the needs and priorities of the local population.
- **Effective resource mobilisation:** These institutions ensure the efficient use and management of local resources, maximising their potential for development.
- **Enhancing access to essential services:** Access to services such as education, healthcare, and sanitation is vital for improving the overall quality of life, and local support systems are instrumental in delivering these services effectively.
- **Contribution to economic growth:** By promoting local enterprises and livelihoods through various support and training programmes, these institutions ensure sustainable economic development and self-sufficiency within the community.

#### **4.2.4.2 Functions of Local-Level Support Systems in Community and Area Development**

Panchayati Raj Institutions (PRIs), NGOs, and Women's Self Groups play essential roles in the development of communities and areas. These entities contribute to decentralisation, capacity building, public-private partnerships, and effective policy formulation and implementation. Now let us look into these aspects in detail.

1. **Decentralisation and Local Governance:** Decentralisation encourages democratisation by promoting public participation in governance, making local governments more responsive to the specific needs of their communities. It enhances efficiency in resource allocation and decision-making, allowing for quicker responses to local issues. In India, Panchayati Raj Institutions (PRIs), and Urban Local Bodies (ULBs) play vital roles in local governance.
2. **Capacity Building:** Local-level support systems focus on enhancing the administrative and technical skills of local officials through targeted training programmes, knowl-



edge sharing, and leadership development. This is crucial for effective governance, ensuring that administrators are well-equipped to manage community initiatives and development projects.

3. **Public-Private Partnerships (PPP):** Public-private partnerships combine public resources with private sector efficiency and innovation, improving the quality and reach of services like healthcare, education, and infrastructure. These partnerships also stimulate economic development by encouraging private investment in local projects. Recently, many developmental projects are implemented in the PPP model. Projects like Smart Cities Mission, Swachh Bharat Mission, AMRUT (Atal Mission for Rejuvenation and Urban Transformation) have adopted this method.

#### 4.2.4.3 Challenges and Way Forward

Local-level support systems play a crucial role in policy formulation at the local level. However, policy implementation at the local level often encounters various challenges, including resource constraints, capacity issues, political interference, bureaucratic hurdles, and community resistance. To overcome these obstacles, it is essential to focus on capacity building through continuous training and development programmes, engage stakeholders actively in the planning process, ensure transparent governance, and adopt adaptive management practices.

► capacity building

In a nutshell, local-level support systems are integral to community and area development. Addressing diverse challenges faced by these entities through structured governance, capacity building, collaborative partnerships, and effective policy implementation are essential for inclusive and sustainable development.

#### 4.2.5 Pandemic and Development Administration in India

##### 4.2.5.1 Socio-economic and Political Impacts of Pandemic

In India, the COVID-19 pandemic caused significant disruption to economic activities, leading to a 24% GDP decline, a spike in unemployment, and widespread supply chain

► 24% GDP decline

disruptions. Informal sector workers and rural communities were particularly hard hit, facing severe income losses, a migration crisis, and added strain on the rural economy. Politically, the pandemic necessitated shifts in priorities and exposed governance challenges, such as the need for enhanced healthcare focus, social welfare schemes, and better coordination between central and state governments.

#### 4.2.5.1.1 Crisis Management and Response

► The National Disaster Management Authority (NDMA)

India's framework for pandemic response involves multiple layers of coordination and legal frameworks. The National Disaster Management Authority (NDMA) provides comprehensive guidelines for managing disasters, including pandemics, with strategies encompassing preparedness, mitigation, response, and recovery. During the COVID-19 pandemic, the NDMA issued crucial guidelines for public safety, such as social distancing protocols and lockdown measures, which were implemented in collaboration with state disaster management authorities. The legal framework for pandemic response includes the Epidemic Diseases Act of 1897 and the Disaster Management Act of 2005. These acts empower the government to take special measures during outbreaks, enforce lockdowns, restrict movement, and manage resources efficiently, ensuring a coordinated response across the country.

#### 4.2.5.1.2 Role of Government and Non-Governmental Organisations

► coordination between central and state governments and the active involvement of NGOs.

Effective pandemic response required coordination between central and state governments and the active involvement of NGOs. In India, the central government, through bodies like the Ministry of Health and Family Welfare and the NDMA, formulated policies, guidelines, and advisories, and coordinated resource distribution. State governments implemented these policies on the ground, managed local healthcare facilities, and addressed state-specific challenges. NGOs provided immediate relief, such as distributing food and medical supplies, setting up temporary healthcare facilities, and raising awareness about COVID-19 prevention measures. Community-based initiatives and self-help groups played a crucial role in mobilising resources and providing support, especially in rural areas, showcasing community resilience and the ability to adapt to crises.



#### 4.2.5.2 Strengthening Healthcare Infrastructure

During the COVID-19 pandemic, India significantly expanded its healthcare facilities and ICU capacities to address the overwhelming demand. Both government and private sectors collaborated to rapidly increase hospital beds and ICU units, including the establishment of temporary hospitals in public spaces. Investments were made to upgrade healthcare infrastructure, especially in rural and semi-urban areas, to alleviate the pressure on urban hospitals. Additionally, there was a strong focus on training healthcare workers to manage critical care, operate new equipment, and adhere to enhanced safety protocols.

► need for efficient supply chains for medical essentials.

The pandemic also highlighted the need for efficient supply chains for medical essentials. India boosted the production of personal protective equipment (PPE), ventilators, and other critical supplies by incentivising domestic manufacturers and establishing new production units. Efficient logistics and distribution systems were crucial, with the government working closely with logistics companies to ensure timely delivery of medical supplies across the country, particularly to remote areas. Import and export regulations were adjusted to facilitate the import of essential medical equipment while temporarily restricting the export of critical items to ensure domestic availability.

► Community surveillance by local health workers

Strategies for managing public health during the pandemic included extensive public health campaigns and awareness programmes. Information dissemination through mass media and digital platforms educated the population on preventive measures. Community engagement played a key role, with local leaders and health workers promoting hygiene practices and vaccination. Efforts to counter misinformation involved collaborations with social media companies. Mass vaccination campaigns aimed to inoculate the entire eligible population, supported by a robust vaccine supply chain and public-private partnerships. Digital tools like mobile apps facilitated contact tracing, while quarantine and isolation facilities were established to manage cases. Community surveillance by local health workers helped contain the virus spread within communities.

#### 4.2.5.3 Economic Recovery Post-Pandemic Period

In response to the pandemic, India's economic recovery

► Short-term and long-term strategies

strategies included both short-term and long-term measures. Short-term strategies involved government stimulus packages like the Pradhan Mantri Garib Kalyan Yojana (PMGKY) and Pradhan Mantri Garib Kalyan Anna Yojana (PMGKAY), which provided direct cash transfers and food security to vulnerable populations. Long-term strategies were encapsulated in the Aatmanirbhar Bharat Abhiyan, which aimed to boost infrastructure, liquidity, and key sectors such as agriculture and manufacturing. The government also introduced the Emergency Credit Line Guarantee Scheme (ECLGS) for MSMEs to sustain operations and implemented structural reforms to improve credit access and market competitiveness. Rural employment schemes like MGNREGA received increased funding for immediate job creation and long-term sustainable livelihood projects.

#### 4.2.5.4 Role of International Aid and Cooperation

► Long-term initiatives aimed at strengthening India's healthcare system

International aid and cooperation were vital in managing the pandemic. Short-term assistance from organisations like the World Bank and WHO included emergency funding for healthcare infrastructure and technical guidance for managing the pandemic. Long-term initiatives aimed at strengthening India's healthcare system and preparing for future pandemics through enhanced health facilities, surveillance systems, and healthcare worker capacity building. Bilateral aid and collaborations focused on vaccine development and distribution, with India playing a crucial role in the COVAX initiative and engaging in agreements for vaccine procurement and distribution. Long-term goals included establishing India as a global vaccine manufacturing hub and enhancing research and development collaborations for new vaccines and treatments.

#### 4.2.5.5 Strategies Adopted During Pandemic

##### 4.2.5.5.1 Digital Platforms for Health Tracking and Telemedicine

► digital platforms played a crucial role

During the COVID-19 pandemic, digital platforms played a crucial role in health tracking and telemedicine. The Government of India launched the Aarogya Setu app, which used Bluetooth and GPS for contact tracing, syndromic mapping, and self-assessment. This app helped in early detection and isolation of COVID-19 cases by alerting users who had come into contact with infected individuals and providing information on testing centres, safety guidelines, and health advisories. Additionally, telemedicine services saw rapid adoption across the country,





with platforms like Practo, 1mg, and government initiatives like eSanjeevani enabling patients to consult doctors remotely. This shift reduced the burden on healthcare facilities, ensured continuity of care, and provided access to medical advice in remote and rural areas.

#### **4.2.5.5.2 E-Governance Initiatives**

The pandemic also accelerated e-governance initiatives to ensure uninterrupted public service delivery. Digital governance tools were rapidly implemented to digitise key government services such as tax filing, permit applications, and access to social welfare benefits. Services like DigiLocker allowed citizens to store and access important documents online, reducing the need for physical presence at government offices and streamlining processes. This shift not only maintained the continuity of public administration during lockdowns but also made government services more efficient and accessible, minimising paperwork and physical interactions.

#### **4.2.5.5.3 Innovations in Education and Commerce**

Innovations in service delivery and governance extended to education and economic activities. Schools and universities transitioned to online learning platforms like Byju's, Unacademy, and government initiatives like DIKSHA, addressing challenges like the digital divide through community initiatives and low-cost internet plans. Digital literacy programmes, such as the Pradhan Mantri Gramin Digital Saksharta Abhiyan (PMGDISHA), aimed to make millions of rural households digitally literate, enhancing their ability to access online services and participate in the digital economy. Additionally, e-commerce and digital payment systems saw significant growth, with platforms like Amazon, Flipkart, and various mobile wallets such as Google pay, Paytm, Phonepay facilitating contactless transactions and supporting economic resilience during the pandemic. These developments not only sustained consumer access to goods and services but also included more people in the formal financial system, boosting economic activity and resilience.

#### **4.2.5.6 Policy and Planning for Future Pandemics in India**

India's response to COVID-19 highlighted several critical areas for improvement in pandemic preparedness and

healthcare infrastructure. The initial nationwide lockdown in March 2020 helped curb the virus's spread but also exposed the country's lack of preparedness and the severe socio-economic impact on vulnerable populations. The healthcare system was overwhelmed, revealing significant deficiencies in hospital capacity, medical supplies, and healthcare professionals. Moreover, miscommunication and poor coordination between central and state governments led to confusion and inefficiencies, underscoring the need for clearer and more effective communication strategies in future crises.

In response to these challenges, India has initiated several policy changes aimed at strengthening healthcare and emergency preparedness. Key measures include increasing investment in health infrastructure, particularly in rural and district areas, and establishing dedicated pandemic response units within the Ministry of Health and Family Welfare. Enhancements in public health surveillance and the integration of digital health records are also prioritised to improve early detection and response capabilities. These policy shifts aim to create a more resilient healthcare system capable of withstanding future health emergencies.

► two approaches in area development

To build long-term resilience, India is focusing on expanding healthcare facilities, training healthcare workers, and fostering public health research. Efforts to promote local manufacturing of essential medical supplies and improve supply chain management are critical for ensuring timely availability of resources during pandemics. Establishing strategic reserves of medical supplies and creating emergency funding mechanisms are also vital components of the contingency planning framework. These measures, combined with integrated response protocols for inter-agency cooperation and community involvement, are designed to enhance India's preparedness for future health crises and ensure a rapid and coordinated response.

Overall, the COVID-19 pandemic exposed many critical areas where the interference of government is essential. The impacts it made on socio-economic spheres underscore the importance of developing resilient systems and policies to manage future pandemics effectively. Developing a multi-faceted approach involving legal frameworks, coordinated government efforts, and active participation from non-governmental and community-based organisations in addressing the complex challenges such as the pandemic is crucial in defending its severe impacts on society and economy.



## Summarized Overview

India's journey towards inclusive and sustainable development has been shaped by a comprehensive approach to planning and development strategies that integrate community and area development. Community development, a pivotal aspect, involves collective action by community members to address common issues, enhance socio-economic conditions, and foster self-reliance through education, healthcare, infrastructure development, and economic empowerment.

Post-independence, India initiated various programmes like the Community Development Programme (CDP) of 1952, and later schemes such as the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA), aimed at improving rural livelihoods and infrastructure. The concept of area development emerged to address regional disparities, with strategies focusing on both command area and watershed area development. Programmes like the Western Ghats Development Programme and Hill Area Development Programme target geographically and socio-economically distinct regions to promote balanced growth. These efforts are bolstered by local-level support systems, including Panchayati Raj Institutions (PRIs) and self-help groups, which enhance governance, resource mobilisation, and service delivery.

Finally, the COVID-19 pandemic underscored the role of governmental systems as it was a wake-up call for developing resilient healthcare infrastructure and effective crisis management, prompting policy shifts towards better preparedness and coordinated responses for future emergencies. Overall, India's development strategy emphasises community empowerment, regional balance, and adaptive governance to achieve sustainable progress and improved quality of life for all its citizens.

## Self-Assessment

1. Define community development.
2. Explain the importance of area development
3. List out key area development programmes in India.
4. Identify the key functions of local level support system in development.

## Assignments

1. Explain the concept of community development and its significance in the context of India's socio-economic development.
2. What are inclusive processes in community development, and why are they essential for equitable development.
3. Identify and discuss at least three significant challenges faced by community and area development programmes in India.
4. Explain the importance and functions of local-level support systems like Panchayati Raj Institutions (PRIs) in community and area development.
5. Analyse the socio-economic and political impacts of the COVID-19 pandemic on development initiatives in India.

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## Suggested Reading

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## Space for Learner Engagement for Objective Questions

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# UNIT 3

## Development Alternatives

### Learning Outcomes

Upon the completion of this unit, the learner will be able to:

- ▶ critically assess alternative development models, with particular emphasis on approaches to low-entropy development.
- ▶ explore the relationship between the Welfare State and Social Capital, and their roles as frameworks for alternative development.
- ▶ gain an understanding of various development programmes focused on education, technology, health, and overall well-being.

### Background

Development is often pursued with the aim of economic growth, modernisation, and technological progress. However, high entropy development, characterised by intensive resource extraction and energy consumption, can have detrimental effects on the environment and society. For example, in Kerala, rapid urbanisation and the unregulated growth of infrastructure in ecologically sensitive areas have led to flooding, landslides, and loss of biodiversity. These disasters highlight the unsustainable nature of high entropy development, where the focus on short-term gains comes at the expense of long-term ecological stability and social welfare. Such approaches increase disorder, deplete natural resources, and exacerbate environmental degradation. On the other hand, low entropy development promotes sustainability by minimising resource waste and fostering renewable energy, conservation, and balanced social progress. It reduces dependency on chemical fertilisers and promotes eco-friendly practice and leads to restore soil health and protect biodiversity. The benefits of low entropy development are evident in the way it supports long-term ecological balance and fosters a healthy relationship between nature and human well-being, providing a meaningful alternative to high entropy, consumption-driven development.

## Keywords

Low-entropy, Bioregions, Biotic community, Social Capital, Social Networking, Welfare state.

## Discussion

### 4.3.1 Low Entropy Development

► Degree of disorder, inefficiency, and waste

Entropy is a concept originally rooted in thermodynamics and statistical mechanics, referring to the measure of disorder or randomness in a system. In the context of development, entropy refers to the degree of disorder, inefficiency, and waste within economic and social systems. High entropy development models are characterised by unsustainable practices that lead to significant resource depletion, environmental degradation, and social disintegration. These models often prioritise short-term economic gains without considering long-term sustainability, resulting in high levels of waste, pollution, and energy consumption. Such practices increase the entropy of the system, reflecting a move towards greater disorder and less efficiency in resource use.

► Create more sustainable and efficient systems

Low entropy development, on the other hand, seeks to create more sustainable and efficient systems by minimising waste and maximising the efficient use of resources. This approach involves implementing practices that reduce environmental impact, promote renewable energy, and foster recycling and conservation. By focusing on reducing entropy, development strategies can enhance long-term sustainability, ensuring that natural resources are preserved and used more judiciously. This not only helps in maintaining ecological balance but also supports economic and social stability by creating systems that are resilient, efficient, and capable of adapting to changing conditions. Integrating low entropy principles into development models is essential for achieving sustainable growth and fostering a harmonious relationship between human activities and the natural environment.

## 4.3.2 Models of Low Entropy Development

### 4.3.2.1 Ecovillages

Ecological villages, or ecovillages, are one of the typical examples of low entropy development. These are intentional communities aimed at achieving a harmonious balance with the environment. They are designed to minimise environmental impact through the integration of sustainable living practices. The practices followed by these communities often include the use of renewable energy sources like solar or wind power, organic farming techniques that avoid chemical fertilisers and pesticides, and natural building methods using materials such as adobe, straw bale, and recycled wood with a goal to create a sustainable, self-sufficient community that supports both human and ecological health.

► harmonious balance  
with the environment

Ecovillages like Findhorn in Scotland and Auroville in India serve as practical examples of these principles in action. Findhorn, founded in 1962, emphasises spiritual and ecological principles, combining organic agriculture with community living. It has been a model for sustainable living, featuring wind turbines, solar panels, and eco-friendly buildings. Auroville, established in 1968 in Villupuram district of Tamil Nadu, aims to realise human unity and sustainable living, incorporating organic farming, renewable energy, and a strong community governance model. Both communities demonstrate the viability of ecovillages as sustainable living models.

► Findhorn in Scotland  
and Auroville in  
India



Auroville in Pondicherry, India

The benefits of ecological villages are manifold. They foster community self-reliance by producing their own food and



► reduced carbon footprint

energy, thus reducing dependence on external resources. This leads to a significantly reduced carbon footprint as the need for transportation and industrial agriculture diminishes. Moreover, the communal and cooperative living arrangements often result in enhanced quality of life, with residents experiencing a greater sense of community, well-being, and connection to nature.

### 4.3.2.2 Bioregions

► interdependence of human communities and natural environments

A bioregion is a geographic area defined by natural characteristics such as climate, landforms, watersheds, and ecosystems, rather than by human-imposed boundaries. It is an ecological and cultural region whose limits are naturally determined by topographical and biological features, often encompassing several ecosystems and species that interact closely. Bioregions emphasise the interdependence of human communities and natural environments, promoting a sense of place and environmental stewardship among the inhabitants.

► efficient use of local resources and reducing waste

Bioregions play a crucial role in low entropy development by fostering sustainable practices that are aligned with the natural characteristics and limits of a region. By focusing on bioregionalism, development strategies can be tailored to the specific ecological and cultural contexts, promoting the efficient use of local resources and reducing waste. This approach minimises environmental impact by encouraging practices such as local food production, renewable energy utilisation, and the conservation of natural habitats.

Moreover, bioregions support the maintenance of biodiversity and the natural cycles of ecosystems, which are essential for long-term ecological balance. By integrating human activities with the natural processes of the bioregion, low entropy development can be achieved, ensuring that resources are used judiciously and sustainably. This not only preserves the environmental health of the region but also enhances community resilience and self-sufficiency, creating a harmonious and sustainable relationship between humans and their environment.

#### 4.3.2.2.1 Characteristics of Bioregions

1. Management and Planning: Bioregional management focuses on the sustainable use of natural resources and aligning human activities with the ecological capacities of the region. This includes preserving water sources, maintain-



ing biodiversity, and promoting land use practices that do not exceed the region's regenerative capacity. Planning within bioregions involves a deep understanding of the local ecology and long-term strategies to maintain or enhance the health of the natural systems.

2. **Community Involvement:** The success of bioregional management relies heavily on the involvement of local communities. By encouraging local residents to participate in ecological stewardship and decision-making, bioregions can ensure that management practices are both effective and culturally relevant. Community engagement can take many forms, from local conservation projects to educational programmes that raise awareness about sustainable practices.

#### 4.3.2.3 Biotic Community and Land Ethics

A biotic community, also known simply as a community, is an ecological term that refers to an assemblage of interacting organisms (plants, animals, microorganisms) that live together in a particular environment or habitat. These organisms form a network of relationships that are both competitive and cooperative, impacting each other's abundance, distribution, and evolutionary adaptations. In development, this concept underscores the interconnectedness between different species and their environments within an ecosystem, emphasising the importance of maintaining these relationships for the health and stability of the ecosystem.

► assemblage of interacting organisms

##### 4.3.2.3.1 Aldo Leopold's Land Ethic

The land ethic is a philosophical framework that emphasises the ethical responsibility of humans to care for and respect the land and its ecosystems. It was first articulated by Aldo Leopold in his 1949 book "A Sand County Almanac: And Sketches Here and There". This approach promotes an ethical, caring relationship between people and the natural world by expanding the concept of community to include soils, waters, plants, and animals, or collectively, the land. This ethical framework encourages humans to see themselves as part of a larger ecological community and to act in ways that respect and preserve the health of the land.

"A Sand County Almanac."

Implementing land ethics involves incorporating these





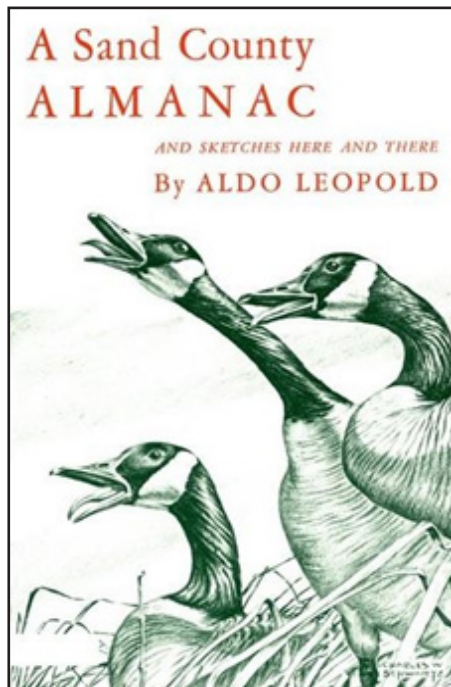
principles into various sectors such as agriculture, forestry, and urban planning. In agriculture, this might mean practising sustainable farming techniques that maintain soil health and biodiversity. In forestry, it could involve managing forests in ways that preserve their ecological functions. In urban planning, it means designing cities and towns that integrate green spaces and natural systems, reducing environmental impact.

#### 4.3.2.4. Local Citizenship

Local citizenship refers to the active participation of individuals in their local communities with a focus on sustainability. It involves being engaged in local governance, community initiatives, and efforts that promote environmental and social well-being. It is a method for empowering people at the local level by interacting with the state, public services, markets, and the political system. To empower them, it is essential for them to participate in and hold accountable local governance and decision-making processes through effective and inclusive local citizenship. This inclusion requires understanding the existing power dynamics and the practical barriers that prevent poor people from participating. Public sector decentralisation presents a valuable opportunity for empowerment by increasing accountability for public spending and the local implementation of policies that benefit the poor. Capacity development for both communities and citizens should focus on fostering leadership, facilitation, communication, advocacy, and political skills. Providing accessible, transparent, and meaningful information is a crucial but straightforward first step in this development process. In this model, citizens engage in decision-making processes at the community level, support local economies by buying local products, and advocate environmental justice and sustainable practices. They take responsibility for the well-being of their community and work towards creating a more sustainable and equitable local environment. Examples of local citizenship include community-supported agriculture (CSA) programmes, where members of a community support local farmers by purchasing shares of their produce. This not only supports local economies but also promotes sustainable agriculture. Another example is local conservation projects, where community members come together to protect and restore natural habitats. These initiatives empower citizens to contribute directly to the sustainability and resilience of their communities.

► community-supported agriculture (CSA) programs

### A Sand County Almanac: And Sketches Here and There



A Sand County Almanac: And Sketches Here and There by Aldo Leopold is a foundational text in environmental literature, blending natural history, philosophy, and ecological ethics. Written in a series of seasonal essays, the book captures the rhythms of life in rural Wisconsin while reflecting on broader environmental issues. Leopold's deep observations of wildlife, plant life, and the changing landscapes serve as a meditation on the interconnectedness of all living things. The essays celebrate the beauty and complexity of the natural world, encouraging readers to develop a sense of respect and responsibility toward the environment.

One of the book's major contributions is the introduction of Leopold's concept of the "land ethic," which calls for an ethical, caring relationship between humans and the natural world. This ethic extends moral consideration to the land, emphasising that conservation is not just about protecting resources for human use but about maintaining the integrity, stability, and beauty of the biotic community. The book's themes of ecological awareness, respect for wilderness, and the moral responsibility to protect natural systems have made it a seminal text in shaping modern environmental thought and the conservation movement.

### 4.3.3 Welfare States and Social Capital

► social networks,  
bonding similar  
individuals

Welfare states, through extensive public institutions, play a crucial role in enhancing the socio-economic conditions of their citizens by providing comprehensive welfare measures. Globally, modern welfare states have developed various policy instruments to align their distributional outcomes with broader social justice objectives. Social capital, which encompasses the value of social networks, bonding similar individuals, and bridging diverse groups with norms of trust and reciprocity, is crucial for explaining many socio-cultural phenomena that influence development.

Social capital is broadly defined as a multidimensional concept that includes social norms, values, beliefs, trust,



► multidimensional concept

obligations, relationships, networks, civic engagement, information flows, and institutions that promote cooperation and collective action for mutual benefits. It is now recognised that traditional forms of capital alone do not fully account for the developmental process; the interactions and organisation of social actors play a critical role. The missing link in this process is social capital, which resides in social structures and networks rather than being personal assets.

► intricate structures of social relationships

The commonality in most definitions of social capital is their focus on social relations that yield productive benefits. The term is considered context-specific, serving as the glue that holds societies together by creating intricate structures of social relationships where people participate and interact, thus enabling individuals to create value and achieve collective goals.

► welfare policies can complement and reinforce social trust

#### 4.3.3.1 Welfare State and Social Capital

The relationship between the welfare state and social capital is complex and multifaceted. On the one hand, effective welfare policies can enhance trust in government institutions, encourage civic engagement, and reduce inequality, thereby promoting social cohesion. Countries with robust welfare systems, such as those in Scandinavia, often exhibit high levels of social capital, suggesting that welfare policies can complement and reinforce social trust and engagement. However, critics argue that extensive welfare benefits might reduce individual initiative and reliance on personal networks, potentially eroding social capital. The balance between state and community responsibility is a critical consideration in this debate.

Empirical evidence indicates that the impact of welfare policies on social capital varies across cultural, social, and economic contexts. For example, strong family networks might diminish in the presence of a robust welfare state, while in other settings, welfare and social networks can complement each other. Case studies from countries like the United States and Scandinavian nations illustrate these dynamics, showing that the interplay between welfare and social capital is influenced by local policies and cultural factors. Understanding these nuances is crucial for informed policymaking that fosters cohesive, supportive communities and promotes sustainable development alternatives.

#### 4.3.3.2 Types of Social Capital

Social capital can be classified into various types based on their characteristics and functions:

- Structural Social Capital involves the patterns of structures and networks, such as associations, clubs, cultural groups, and institutions, along with the rules and procedures that govern them. This type is objective and observable, facilitating collective action through social networks.
- Cognitive Social Capital consists of shared norms, values, attitudes, and beliefs related to trust, reciprocity, and cooperation. It is subjective and intangible, encouraging collective action through shared values and social norms.
- Bonding Social Capital refers to interactions among people who are very close, often localised within the same or adjacent communities. It is inward-looking and protective, fostering the creation and nurturing of community organisations.
- Bridging Social Capital is outward-looking and civic-minded, bridging the gap between different communities with open membership. It helps solve problems by encouraging strong relationships, information sharing, and resource mobilisation.
- Linking Social Capital involves interactions and networks among individuals and groups from different social positions and power levels. It connects communities with state or other macro-level agencies, reaching out to diverse groups in different situations.
- Horizontal Social Capital refers to lateral relationships between people of similar status and power within a community. It operates through shared norms and values, fostering civic engagement for public welfare.
- Vertical Social Capital involves relationships and interactions among individuals of different hierarchies and power levels. It functions through formal hierarchical structures, linking citizens with community leaders and decision-makers.

Social capital enhances the ability of communities to withstand and recover from adverse events, such as natural disasters or economic downturns, by fostering mutual aid





and collective action. Similarly, it encourages cooperation and collective efforts to address common challenges, such as environmental conservation, public health initiatives, and community development projects.

#### 4.3.3.3 Building Social Capital

Social capital can be built through multiple strategies aimed at strengthening community networks and fostering a sense of belonging. Encouraging community engagement through civic participation, volunteerism, and support for community-based organisations is so crucial that it helps to create robust social networks and enhance individuals' sense of community. Additionally, fostering inclusive institutions that are transparent, accountable, and ensure all community members have a voice in decision-making processes is vital. Similarly, supporting civil society organisations by providing resources and backing NGOs, community groups, and other entities that are essential in building and sustaining social capital is another key strategy.

► civic participation, volunteerism

Moreover, conducting education and awareness programs that emphasise the importance of social capital and teach skills for effective community engagement and cooperation is fundamental. These programs can empower individuals with the knowledge and tools needed for active participation in their communities. Finally, developing policy frameworks that promote social inclusion, equity, and justice is essential for creating an environment where social capital can flourish. These policies help ensure that the conditions necessary for building and maintaining social capital are in place, supporting a more cohesive and cooperative society.

► policy frameworks that promote social inclusion, equity, and justice

#### 4.3.4 Programmes for Technology, Education, health and wellbeing.

In India, the governments at various levels are implementing a number of programmes in the fields of technology, education and health. Programs focused on technology, education, health, and wellbeing play a crucial role in social development and building social capital. Now let us briefly look into the role of each of these three factors in welfare and social capital.

**Technology:** Initiatives that promote technological advancement and accessibility play a critical role in development. By providing communities with access to digital



tools and internet connectivity, technology programmes can bridge the digital divide, enhance communication, and support economic development. These programmes can also foster innovation, improve efficiency in various sectors, and enable access to global markets and information, thereby empowering communities to participate more actively in the modern economy.

**Education:** Education is a cornerstone of development. Programmes aimed at improving educational access, quality, and relevance are essential for equipping individuals with the skills and knowledge necessary for personal and community advancement. Such programmes can reduce inequality, promote social mobility, and prepare a skilled workforce that can drive economic growth. Additionally, education fosters critical thinking, civic engagement, and innovation, all of which are vital for sustainable development.

**Health and Well-being:** Health programmes that ensure access to quality healthcare services are fundamental to development. By addressing both physical and mental health needs, these programmes contribute to a healthier, more productive population. Preventive care, disease management, and health education initiatives can reduce healthcare costs and improve quality of life. Programmes focused on nutrition, mental health, and physical fitness, further support overall community health and resilience, enabling individuals to contribute more effectively to their communities.

These initiatives enhance access to essential services, bridge digital divides, and promote lifelong learning, thereby empowering individuals and communities. Collectively, these programmes contribute to social cohesion, reduce inequalities, and create a more resilient and inclusive society.

## Summarized Overview

Development alternatives focus on creating sustainable and equitable systems by implementing practices that minimise waste and maximise resource efficiency. Low Entropy Development aims to reduce environmental impact through renewable energy, recycling, and conservation, enhancing long-term sustainability and resilience. Ecovillages and Bioregions are practical models that embody these principles, demonstrating how intentional communities and regions can achieve sustainability



by aligning with natural ecological processes. Biotic Community and Land Ethics emphasise the interconnectedness of organisms within ecosystems, advocating for ethical stewardship of the land to maintain ecological health. Local Citizenship encourages active participation in local governance and community initiatives, fostering empowerment and sustainable local economies. Welfare States and Social Capital highlight the role of comprehensive welfare policies and robust social networks in promoting social cohesion and sustainable development. Finally, programmes that enhance technology, education, health, and wellbeing are crucial for bridging divides, fostering innovation, and ensuring that communities have the resources and knowledge necessary for sustainable growth. Together, these components form a holistic approach to development that prioritises environmental sustainability, social equity, and community resilience.

## Self-Assessment

1. Explain the meaning of entropy in the context of development administration.
2. List out the main models of low-entropy development
3. Identify the practical examples for ecovillages.
4. What is land ethic?
5. Identify different types of social capital.

## Assignments

1. Define Low Entropy Development and explain how it differs from High Entropy Development in terms of resource use and environmental impact.
2. Discuss the sustainable practices implemented in ecovillages like Findhorn in Scotland and Auroville in India.
3. Explain the concept of bioregions and how bioregional management can contribute to Low Entropy Development.
4. Critically analyse the relationship between welfare state and social capital.
5. Discuss the role of programmes in technology, education and health and their impact on social capital.

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**MODEL QUESTION PAPER SETS**  
**FIRST SEMESTER**  
**MA PUBLIC ADMINISTRATION EXAMINATION**







# SREENARAYANAGURU OPEN UNIVERSITY

QP CODE: .....

Reg. No : .....

Name : .....

**FIRST SEMESTER - MA PUBLIC ADMINISTRATION EXAMINATION**

**DISCIPLINE COURSE -M23PA04MD - Development Administration**

**(CBCS - PG)**

**MODEL QUESTION PAPER- SET- A**

**2023-24 - Admission Onwards**

**Time: 3 Hours**

**Max Marks: 70**

## **SECTION A - Objective Type Questions**

**Answer any ten of the following. Each question carries one mark**

**(10X1 = 10 Marks)**

1. Who coined the term 'Development Administration'?
2. Who is the main proponent of the Ecological Approach in Administration?
3. Which country was used as model for fused society by Riggs?
4. In which year the UNO was established?
5. In a diffracted society, administrative sub-system is known as.....
6. Which commission published the report entitled "Our Common Future,"?
7. Who chaired Brundtland Commission?
8. In which year did the 17 Sustainable Development Goals (SDGs) officially take effect on?
9. Who has the credit for pioneering the articulation of Right to Development?
10. ILO recognized the Right to Development in the conference of.....
11. Expand MGNREGA
12. In which year International Development Association IDA was established?



13. One practical example for ecovillage is.....
14. Who was first articulated on the concept of land ethics?
15. Swachh Bharat Mission was launched in.....

### **SECTION B - Very Short Questions**

**Answer any five questions in two or three sentences each. Each question carries two marks.**

(5X2 =10 Marks)

16. 'Overlapping' in Administrative System
17. Participatory Rural Appraisal (PRA)
18. Development Bureaucracy
19. Political Development
20. Meaning of Ecological Approach in Public Administration
21. Sala Model
22. 'Unbalanced polity'
23. Digital Governance
24. Primary focus of IMF
25. Biotic Community

### **SECTION C - Short Answer Questions**

**Answer any five questions in a paragraph. Each question carries four marks.**  
(5X4 = 20 Marks)

26. Administrative Development
27. Sarvodaya
28. Heterogeneity in Prismatic society
29. Participatory Approach
30. Main features of Comprehensive Development Index (CDI)
31. Social Entrepreneurship
32. Community Development
33. Characteristics of Bioregions



## SECTION D - Long Answer/Essay Questions

**Answer any three questions in two pages. Each question carries ten marks.**

( 3X10 =30 Marks)

34. Discuss the nature and the features of Development Administration.
35. Analyse the role and importance of Human Development Indicators.
36. Discuss the characteristics of a prismatic society.
37. Explain the meaning, scope and importance of Sustainable Development.
38. Analyse the different aspects of the concept of the Right to development.
39. Critically analyse the problems and challenges for the development programs in India.



# SREENARAYANAGURU OPEN UNIVERSITY

QP CODE: .....

Reg. No : .....

Name : .....

## FIRST SEMESTER - MA PUBLIC ADMINISTRATION EXAMINATION

### DISCIPLINE COURSE -M23PA04DC - Development Administration

(CBCS - PG)

#### MODEL QUESTION PAPER- SET- B

2023-24 - Admission Onwards

Time: 3 Hours

Max Marks: 70

#### SECTION A - Objective Type Questions

Answer any ten questions in a word or sentence. Each question carries one mark.

(10X1 = 10 Marks)

1. Who defined development Administration as “organized efforts to carry out programs or projects thought by those involved to serve developmental objectives”?
2. In which year was the Comparative Administrative Group (CAG) formed?
3. Participatory approach to development is also referred as .....
4. What is called the administrative sub-system in a Prismatic society?
5. How many goals do Sustainable Development Goals include?
6. Which organization was first to recognize the Right to Development?
7. In which year International Finance Corporation(IFC) was established?
8. In which city United Nations Development Organisation(UNO) is headquartered?
9. Who authored “Creating capabilities: The Human Development Approach”
10. In which year Planning Commission was replaced by NITI Aayog?
11. In which year Digital India campaign was initiated?
12. In which year International Finance Corporation(IFC) was established?
13. Which is the health tracking application developed by the central government during the Covid-19?



14. The book titled “A Sand County Almanac: And Sketches Here and There” was authored by.....
15. Expand GDI

### **SECTION B - Very Short Questions**

**Answer any five questions in two or three sentences each. Each question carries two marks.**

**(5X2 =10 Marks)**

16. Trusteeship
17. ‘Functionings’
18. Concept of ‘Cleets’
19. Overlapping
20. HDI
21. Liberalization
22. Low entropy development
23. Pradhan Mantri Jan Dhan Yojana (PMJDY)
24. Comprehensive Development Framework (CDF)
25. Land Ethics

### **SECTION C - Short Answer Questions**

**Answer any five questions in a paragraph. Each question carries four marks.**

**(5X4 = 20 Marks)**

26. Prismatic Model
27. Post-Development
28. NITI Aayog
29. Formalism
30. Eight Models of Development by Edward Widner
31. Capability Approach
32. Benefits of Circular Economy.
33. Local Citizenship



## SECTION D - Long Answer/Essay Questions

**Answer any three questions in two pages. Each question carries ten marks.**

**(3X10 =30 Marks)**

34. Compare and contrast between development administration and traditional public administration.
35. Evaluate the approach of Amartya Sen to human development.
36. Analyze the limitations of economic growth and development.
37. Explain the role and importance of Local Level Support System in development
38. Critically analyze the Pandemic and the role development administration in the light of Covid-19
39. Discuss the strategies for building social capital.



## സർവ്വകലാശാലാഗീതം

വിദ്യായാൽ സ്വതന്ത്രരാകണം  
വിശ്വപൗരരായി മാറണം  
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# Development Administration

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