



RESEARCH ARTICLE

A STUDY OF SOCIO-ECONOMIC FEASIBILITY ON PROGRAM SUSTAINABILITY AND
DEVELOPMENT IN INDIA WITH SPECIAL REFERENCE TO BIHAR,
ODISHA & RAJASTHAN FROM 2001-10

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ABSTRACT

Economic prosperity is the most important means of raising people's incomes and reducing poverty in the developing world – it creates jobs and opportunities for poor people to support their families and build more stable futures. The developing countries face challenges that make it difficult for them to stimulate and sustain economic growth. Development activities with its sustainable impact make the life healthy, productive, and meaningful to the community people for longer period. Development activities itself is not sufficient to yield results for a longer period to the community unless the greater participation of the community is ensured into the development process. The sustainable development is in other way to empower the community to own it and make it sustainable for their own benefits. The research study tried to establish the various links which is important to make the development program sustainable, equitable and empowered the community towards self-reliant. The study evaluated development programs and its attributes towards failure and success in the light of management functions implemented by govt, development partners etc. The study tried to establish the issues which have both forward and backward impact in sustainability issues for long term development aspects. It is expected that study outcome will be helpful for the development partners and implementing agencies to analyze its alternative course of action to make the program/s a success i.e. reasonable outcome & services, greater acceptability by the community, and its long-term sustainability.

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INTRODUCTION

Sustainable economic development is the most important means of raising people's incomes and reducing poverty – it creates jobs and opportunities for poor people to support their families and build more stable futures. Sustainable development is a challenging social process. The different objectives of society - social, economic, and environmental - need to be integrated where ever possible and traded-off where they are incompatible. These challenges demand new approaches to decision-making and action. It has long been understood that a multidisciplinary approach is needed to handle the analysis of social, economic, and environmental dimensions and their interactions; and coordination is required amongst the various authorities and interests. Although "participation" is now widely endorsed as an essential component of sustainable development. Development activities with its sustainable impact make the life healthy, productive,

and meaningful of the community people for longer period. It will be possible only through the participation of the community into the development process. The development process should include the people from different strata of society, free from gender bias and respect the wishes of the people in different age groups. So, sustainable development is a "path of social, economic, and political progress that meets the needs of the present without compromising the ability of future generations to meet their own needs"-UN,1993. The sustainable development is in other way to empower the community to own it and make it sustainable for their own benefits. In general, sustainable programs are the percentage of program initiated goods and services that are still being delivered and maintained after years of termination of implementation of the program; the continuation of local action stimulated by the program and generation of successor services and initiatives because of program built initiatives. Sustainability and sustainable development focuses on balancing that fine line between competing needs - our need to move forward technologically and economically, and the needs to protect the environments in which we and others live.

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Sustainability is not just about the environment, it's also about our health as a society to ensuring that no people or areas of life suffer because of economic reason. In 2005, the World Summit on Social Development identified three core areas that contribute to the philosophy and social science of sustainable development. We must consider the future in making our decisions about the present. It is also about providing incentives for development organizations to adhere to sustainability guidelines beyond their normal legislative requirements. Economic development is about giving people what they want without compromising quality of life, especially in the developing world, and reducing the financial burden and "red tape" of doing the right thing. Most importantly is awareness of and legislation protection of the health of people from pollution and other harmful activities of business and other organizations. It is also about maintaining access to basic resources without compromising the quality of life.

The sustainable development professional network thinks, acts and works globally. Conference on Sustainable Development met to discuss and develop a set of goals to work towards; they grew out of the Millennium Development Goals (MDG) that claimed success in reducing global poverty while acknowledging there was still much more to do. The Sustainable Development Goals eventually came up with a list of items which included amongst other things:

- The end of poverty and hunger
- Better standards of education and healthcare - particularly as it pertains to water quality and better sanitation
- To achieve gender equality
- Sustainable economic growth while promoting jobs and stronger economies

The issues on development with sustainability are a concern not for a specific country rather it is common and a universal phenomenon. The development activities are an ongoing process, but the fruits of development are not distributed to its stakeholders in an equitable manner. The activities are short in live as the society for whom the development activities carried out are not involved in the program. The proposed study will try to establish the various links which is important to make the development program sustainable, equitable and empowered the community towards self-reliant. The study reviewed different development programs implemented by Government agencies, development partners or by the corporate sector under CSR etc. and its attributes towards its failure and success in the light of management functions. The study outcome may be helpful for the development partners and implementing agencies to analyze its alternative path of action to make their program a success in terms of acceptability by the community and its sustainability over the time horizon. The study tried to establish the issues which have both forward and backward impact in sustainability issues for long term development aspects. Based on the question of sustainability and development the study developed certain standard protocols which covers all the aspects of the community based development program which will not only fulfill the needs of the day but also be the guiding principles of the future generation to meet their needs.

In general, to make the developmental program sustainable in the community, the benefits arising out of it should be shared in equitable manner to the community. The development

process should help to realize every community member that the program/shas changed their quality of life. The concept of social capital should be built to make the development approach more humane along with physical capital to make the process sustainable. So, sustainable development is a process that not only generates economic growth but distributes its benefits equitably, regenerates the environment rather than destroying it and empowers people rather than materializing them. To achieve the development with sustainability impact that every attempt of economic development should be coupled with the appropriate social and cultural change for generating broad based people oriented development policies and efficient practices. The development activities are an ongoing process, but the fruits of development are not distributed to its stakeholders in an equitable manner. The activities are short in live as the society for whom the development activities carried out are not involved in the program. The need for more stable development with equitable growth had been recognized long back in India but effort towards driving benefits of the ongoing growth to the underdeveloped regions arises significantly only in the past few years. India is moving from the phase of market reforms (1990-2010) to the new era of sustainable development. The priority now must be not only on growth, but on the triple essential point of growth, equity/inclusion, and environmental sustainability. The number of states like Bihar, Odisha, Rajasthan etc. have lagged in terms of development are progressively altering their growth dynamics by focusing on changing the policies and program. In the last decade i.e. 2001-10, India's success story was set to enter a new era of inclusive growth and sustainable development. Significant progress was not visible in terms of sustainable development with growth percolating to a larger section of the society, an aspiration that was largely remained unaccomplished in the growth story so far. The Bihar, Odisha, and Rajasthan (study state) had also number of development programs implemented by Central and State Govt. (other than the Flagship Program) and international development partners like UNDP, DFID, Unicef, USAID, BMGF etc. The certain specific pockets with these development program shows improvements in terms of Human Development Index (HDI) but still there are number of things to be done for the overall development.

The study was carried out in 3 distinguished project/programs in three different states namely Bihar, Odisha, and Rajasthan in India. The study reviewed the programs in Bihar, Odisha and Rajasthan are as follows:

Bihar Rural Livelihoods Program (BRLP): Bihar is predominantly rural with 89 percent of the population living in rural areas and a rural poverty ratio of 44.3 percent, the second highest after Odisha. Poverty is heavily concentrated amongst the landless or near landless agricultural households, with these two vulnerable groups constituting 70 percent of the households in Bihar. It is estimated that nearly 2.3 million poor are exposed to huge amount of high cost debt for food, health and education, accounting for 25-30 percent of consumption expenses, further impoverishing them. Disparities are also evident along gender and caste lines (Study by ADRI, Patna for BRLPS on Social Assessment including Social Inclusion). In the above context, Government of Bihar has planned to implement the Jeevika-Bihar Rural Livelihoods Promotion Program (BRLP) to improve the overall livelihood status of rural poor. BRLP has been designed to address rural poverty in Bihar in joint collaboration of the community members (pre

dominantly poor), Government of Bihar and the World Bank. The program aims were to enhance social and economic empowerment of rural poor by creating self-managed community institutions of the participating households and enhancing income through promoting sustainable livelihoods.

Water and Sanitation Program in Berhampur District of Odisha: The 94% of rural villages in Odisha do not have access to safe and protected water sources and sanitation coverage is less than 1%. Women spend a better part of their day fetching water for household needs. Most of the cases of morbidity and mortality could in turn be traced to poor quality of drinking water because of the callous attitude towards human waste disposal, which finds its way in its raw form to the same water bodies they are dependent upon. "Water and sanitation" is the first activity undertaken by any new village under Movement and Action Network for Transformation of Rural Areas (MANTRA) by the Gram Vikas. This is the first step towards better health. The program brings safe piped drinking water and a toilet and bathing room for each family. This program combined the community, releases women and girls from the drudgery of fetching water and gives them privacy with dignity. With technical assistance of Gram Vikas, villagers build their own toilets and bathing rooms. They also contribute to the construction of overhead tanks. This takes one to two years of sustained effort by the entire community. Unskilled youth, both men and women are trained in masonry who once trained, construct the toilets and bathing rooms. In the meanwhile, the villagers collect local materials. People, especially children were trained in hygienic practices. Capacity building activities of the Village Executive Committees were taken up so that they can address the issues of gender, equity, cost sharing, inclusion, and sustainability. As on 31 March 2008, 35428 households in 522 villages now have had sanitation facilities. Of the total toilets and bathing rooms that have been constructed till now, 18044 in 250 villages are already functional, with water supply. To ensure sustainable water supply, use of more open dug wells is encouraged. Costs of water Programs were shared between the government and community. In sanitation, Gram Vikas sources 40 % of the costs (the cost of externally sourced materials), the rest being borne by the community and individual families. Another crucial component of MANTRA was hygiene education. Not only there was a need to talk about pressing issues relating to environmental sanitation and hygiene, people also need educated about the need for personal hygiene.

AapniYojna- Rural Water Supply Management in Churu, Rajasthan: AapniYojna an integrated program was taken up with the assistance of KfW-Germany funding agency to solve the drinking water problem of Churu, Jhunjhunu, and Hanumangarh districts of Rajasthan. The Churu, Hanumangarh and Jhunjhunu districts of Rajasthan were lacking surface water and the ground water was saline. The situation worsened during summers when drought was common. To solve the water shortage problem in these districts of Rajasthan the Aapni Yojana scheme was designed in 1994 to supply drinking water from Indira Gandhi Canal to 1000 villages and 11 towns at an affordable price. The program was approved in 1994. The initial phase was preparatory and was spent on developing mechanisms for making the program operational. The program work started in 1997 mainly to garner support for the program and the actual construction of sanitation units started in January 1998. The first phase of the Program was completed in March 2006. The first phase of the program

and the German government, through its development bank, Kreditanstalt für Wiederaufbau (KfW). The Program had two main components, technical and complementary. The technical component was overseen by the Public Health Engineering Department (PHED) through its Program Management Cell (PMC), headed by the Chief Engineer. It included construction of treatment plants, pumping stations, reservoirs and laying pipelines. The complementary component aimed to ensure sustainability and enhance benefits, and was implemented by the Community Participation Unit (CPU), a consortium of five leading NGOs of Rajasthan. The Indian Institute of Health Management Research (IIHMR), Jaipur was the nodal agency of the consortium.

METHODS /PROCEDURE/APPROACH

The objectives of sustainable development imply improved quality of life through advancement of economic, social, cultural, and political conditions of an individual and the community. These changes must include the eradication and alleviation of widespread conditions of poverty, unemployment, and inequitable social conditions. The process ensures the well-being of the people by integrating social & economic development, environmental conservation, and protection. It implies that the basic needs of the human being are met through the implementation and realization of human rights that include access to education, health services, food, housing, employment, and the fair distribution of income etc. An empirical knowledge base about the determinants of sustainability is still at an early stage. Planning for sustainability requires as studies emphasized, a clear understanding of the concept of sustainability and operational indicators that may be used in monitoring sustainability over time. Based on the above background and findings of reviewed documents, the study's bigger objective was to understand social and economic feasibility on program sustainability and its impact on development in India with special reference to Rajasthan, Odisha & Bihar from 2001-10. The specific study objectives on program sustainability and development were: a) assess the issues important to make the society involved in the development activities; b) influence of gender in decision making process in the society; c) community relative needs in respect to development Programs and its sustainability; d) community perception on cost-benefit to invest in the development Program; e) community perceived fairness on program success; f) community risk taking behavior on issues which may or may not change their lives over a period of time; and g) role of social capital in creating conducive environments for development program and its sustainability.

To fulfill the study objectives, the exploratory research design was emphasized on gaining ideas and insights of the subjects. The universe and sample size for such kind of research design are not the technical issue for implementing scientific approach to carry out the study. To fulfill the study objectives, the specific focused group of respondents/ individuals were identified for in depth discussion on issues linked with sustainability and development. The representative respondents drawn from program implementation area among the various stakeholders as well as beneficiaries linked with the development program, key resource persons, government officials & community based organization. The qualitative and quantitative tools used to understand the respondents' views and perception in the society to explore the issues linked with

the study objectives. The study used qualitative technique to explore the evidence from different respondents group, but certain section of the responses collected through quantitative methods to support the qualitative aspects of the subject. The study checklist/instrument were developed to record the household responses and in-depth discussions with the community leaders, knowledgeable etc. The instrument for quantitative information was covered all the aspects as mentioned in the objective and before canvassing the tool it was tested in program areas other the selected Program for final evaluation. The instruments develop for qualitative aspects was also structured and used for in-depth interview with key informants, FGD with the different groups in the community.

The data captured through study instruments mainly the quantitative aspects computerized through the data entry package for further analysis. After data entry and cleaning, the SPSS (Statistical package for social sciences) software used for data analysis. The instruments used for qualitative aspect of the study was codified and analysis done in the line of fulfillment of the study objectives. For qualitative & quantitative analysis of the respondents' views, the study considered its universe in three successful programs based on the sustainability and mass involvement for longer period. The area of work was chosen the Churu district in Rajasthan, Berhampur in Odisha, and Nalanda in Bihar. The study also collected secondary information through various published literature on development issues on standard Indian and Foreign journal, Program specific documentation including socio-economic feasibility report and standard literature on perspective of various community development programs etc. The university library, national library and program implementation organizers establishment was visited during the study period. The web portal of different development organization, subject areas were also reviewed to make the study approach wider.

The specific study objectives were verified individually through the quantitative and qualitative methods based on the respondent's opinion and ground reality. The study instruments both qualitative and quantitative framed in such a way that the respondents' views and opinion help to evaluate the issues mentioned in the objectives. To understand the study outcome, two simple null hypotheses were assumed to verify the correctness & coherent of data collected/ analyzed during the study. It was also assumed that the null hypothesis of homogeneity to verify multiple experiments (in 3 different study state) for consistent results. The null hypothesis assumed were: a) Community people are normally avoid participating for the cause of common public goods and b) Application of Management Principles for the development program is difficult in an un-organized environment. The quality assurance approach applied to questionnaires and the computerized programs that helps to control case processing, rightly recording of opinion of respondents and data analysis. The process of field test of the study instruments was also carried out to reach the study objectives. The participative research mechanism was followed to understand the local issues and generating ideas on feasible solutions etc.

RESULTS/FINDINGS/PRODUCT

The field study was carried out in June to August 2014 in three different program areas of Bihar, Odisha, and Rajasthan. The study area was livelihood program "Jeevika" in Nalanda

District of Bihar, Water and Sanitation Program in Berhampur District of Odisha and Rural Water Supply program in Churu District of Rajasthan. The study covered one to one communication to 50 selected household members, in depth discussed with 15 knowledgeable like teacher, senior village residents, block and district officials of concern Program & NGOs representative at village, block and district level and discussed at length with community members of both male and female group in individual program evaluation area. The total 150 households, 45 knowledgeable and 6 group discussions were organized to understand study objective wise their opinion, problem areas, commitments towards the program and other relevant issues about the ongoing development program in their village. The study instruments developed were tested earlier for its relevance and canvassed later in the study areas. The completed field instruments collected from household were computerized through a data based software (CSPRO) and analyzed with a pre-decided tabulation template using statistical software SPSS. The results of the data analysis through template were compared to understand the study objectives.

The survey household respondents background, facilities available at the household level and asset hold by the household were evaluated and the socio-economic status in general in all the study states were reflecting the average rural Indian standards. Most household respondents were two children (58%) and by occupation they were either involved in their own agricultural land (39%) or casual agriculture labor providing services to the others land (29%). The family member per household was observed four to six and its proportion was about 49%. The project beneficiaries committee were of people from different caste, and from various occupation. The report showed that background of water and sanitation program in Odisha and Rajasthan were similar where as in Bihar, issues linked with water and sanitation is different from Odisha and Rajasthan. Facilities available in household level certain changes were noticed from one state to another. The surveyed community of Bihar depends on hand pump/well (54%) for their drinking water whereas Odisha and Rajasthan (more than 90%) received supply water available at their household premises. Similarly, electricity was not used as a source of lighting in Bihar where as in Odisha and Rajasthan people enjoyed the electricity for household lighting. In case of fuel used in cooking food, both rural people of Bihar and Odisha used other than LPG & Kerosene where as in Rajasthan about 14% household using LPG as the source of fuel for cooking. In toilet facility used in Bihar is different from Odisha and Rajasthan.

The issues related to the needs & availability of resources after the initiation of the program in their area is evaluated through the perception of the household communicated during the field survey. It was found that in three different program areas, the program was very much in need and community perceived that the programs will be capable to fulfill their resource need. About 90 % and above respondents in three program areas agreed that scarcity of the resource initiated the conceptualization program. The 85% and above agreed that resource available through the program fulfilled their expectation. The behavior pattern of community by gender, religion, membership in a group, education background, trust on other fellow members etc. were found quite normal. The issues like religion, gender, caste, income level, education or other issues were not hindered the community members to be

part of the community and worked jointly for the cause. The trust on govt. officials and NGOs working in their community was on higher side. The different caste, religion and other variances never be a caused for violence & rift in the community. The social fabric was quite strong within the community in maintaining the harmony and faith among the members. It was also found that community members were free in franchising their political rights by putting votes in the last election. It was observed that community members were involved in the decision-making process from the beginning of the program. It was interesting that 80% and above community members were aware about the program at the beginning & 90% of the women in the community were called at the discussion stage. Whatever conflicts were there at the beginning of the program, cleared through discussion by the community members and implementing agencies (Development Partner) through participation of both male and female members. It was very much interesting that women were given priority in program planning period and discussed at every stage what program will beneficial for the community in future etc. It is found that the community members were aware of the program and participated in the program voluntarily. Nobody in the community was pressurized by any group or individual to join the Program. It was the expectation by the individual household that the program is cost effective and the program can fulfill the needs and expectation of the individual. The perceived fairness was quite high of the community members in three states. The community was very much involved in the program by contributing their labor as well as funds as required by the program. They were never felt cheating by the implementing agency or any other member of the community during the planning and implementation phase.

The decision-making process of implementing the program, on service charges, enforcement of rules, advantage of one group to others and equity etc. as perceived by the community was fair. The satisfaction level of community members on the program outcome was quite satisfactory. The existing program was able to satisfy 90-92% of the community members and fulfilled their expectations. The key informants also agreed that existing program objectives were based on the needs of the community (89%) and it fulfilled the ground reality (71%). To involve the community as a partner in the Program was a hard task and motivate for the cause was a challenge in today's political environment. The Panchayat (local administration) played a crucial role to make it possible (69%) as per the opinion of the key respondents. The challenges faced at the beginning by the implementing agencies were community members indifferences at the discussion stage (75.5%), to aware the gravity of the situation (82%) & involved the women in the decision-making process (77.8%). It was clear from the findings that once the community realized that the program will provide the benefits as expected by them, the challenges faced by implementing agencies cleared for longer period. The issues which make interested the community to participate in development activities were outcome of the program (91%), sustainability (82%), support of the implementing agencies (75.5%) and govt. involvement in the program (60%). The community were facing the problem from a long period and when they found that the proposed program was capable to serve the need of the community, without any second thought they show their interest to join the program.

The program implementing authority approached to the women to participate in the program for its sustainability. The approach to involve the community women in the program as its outcome linked to the household activities (75.5%), reduce drudgery of the women (75.5%), linked to mother and child health approaches (73.4%) etc. The program planning period, community members worried more as the program was based on cost sharing and they must pay for the services. The discussion with the community on cost sharing treated to be fair (80%). Once the community perceived that the process adopted by the implementing agency was free from biased than it was easier to implement the program and achieve the desire results. The outcome was shared with the household (89%) and based on equity (71%). The community members were not raised any question on irregularity of the distribution of Program outcome (80%). The community members were happy with the program outcome and pay for the services (86.7%). Now the situation in the community changed and ready to accept new ideas & development plan (86.7%).

The livelihood program in Bihar evaluated through FGD in two program villages in Nalanda District. The core strategy of the program was to build vibrant and bankable women's based community institutions in the form of SHGs, who through member savings, internal loaning and regular repayment become self-sustaining organizations over a period. The groups formed based on self-savings and inter-loaning and not on a single dose of CIF given as subsidy. The primary level SHGs federated at the village, by forming Village Organization, next at a cluster level, to become membership based, social service providers, business entities and valued clients of the formal banking system. The activities planned by the BRLPS were skill building, food security, productivity enhancement and extension services, asset creation and income generation, access to financial services, reduction in costs for accessing services such as health and insurance, fair terms of trade through links with commercial sector, making the poor participate in and profit from upcoming growth sectors. The participants were very much aware about all the issues related to the Program. The "Jeevika" officials from beginning of the program were maintained the communication with the community specially the women and discussed in detail the cost and benefit issues about the program. The program was slowly but steadily help the community on improve their earnings. On future expectation from the program, the community response that more allied agricultural activities like fish cultivation, horticulture, introducing productive agri-process should be introduce by "Jeevika" in this region. The community was quite happy with the program activities and its management practices.

"Jeevika has given me the confidence to speak out at village meetings" (Sushila a 27-year-old woman from Tumbo village, Nalanda District)

The "Gram Vikash" organization in Berhampur in Odisha had started the water and sanitation program with a notion that rural masses basically need only low-cost solutions to their problems. Gram Vikas commitment was making toilets available to the poor and fit to be used. Similarly, the supply of quality drinking water in regular to the community for a longer time at their door step would help to reduce the drudgery of the community women with less water borne diseases. The community members were very much associated with implementing agency from the beginning of the planning

stage. The issues were discussed in several meetings with the villagers on its cost sharing, maintenance, management, and monitoring issues with the implementing agencies. The women group in the community was connected in the Program from the day of the initiation of the program. The quality drinking water was really a need of the community especially in the summer season and open defecation is a challenging issue. The program had given the freedom of the community people from both the two important aspects of life.

“Our village is better than the town. We have 24*7 piped water supplies to all families, without exception. Every family has their own toilet and bathing room as well. When we seek marriage alliances, our daughters ask us – ‘would there be similar facilities as well?’ Lalita Malik of Tamana village in Berhampur District excitedly shared this, when asked what changes they see in their lives from the “Water & Sanitation” Program.

AapniYojna- Rural Water Supply Management in villages of Rajasthan especially in Churu Districts an integrated Program of Rajasthan Govt. was taken up with the assistance of KfW-Germany to solve the drinking water problem. This program main objective was to improve health and living conditions of the population. The main component of the Program was a water supply scheme complemented with community based resource management and sanitary measures. During the FGDs, it was cleared that the orientation of the community by development partners during the program planning discussed the water and sanitation issues with the community members. The community Women were given preference in the discussion and even the women members included in the program implement committee. The performance of the program was quite well, and it fulfilled the aspiration of the communities.

“Now, I get more time to take care of my children. I do not have to go and fetch water and wash clothes. I use the toilet and bathing rooms with total privacy. This, now, is very important to me.” (Ms. Hamida – woman living in Churu village)

Conclusion /Implications

The study results areably nullifying the study hypothesis and clear to accept the alternative hypothesis that

- Community people are very much interested to participate in the development process when they perceived the democratic values upheld in all aspects and
- Follow management principles in development program is quite result oriented in an unorganized sector if it implemented in its true spirit.

Sustainable development ensures the well-being of the human person by integrating social development, economic development, and environmental conservation and protection. It promotes democracy to bring about the participation of the public in determining policy, expand use of available resources to meet their own needs, and change their own lives. Special attention is paid to ensure equitable treatment of women, children, people of indigenous cultures, people with disabilities, and all members of communities considered most vulnerable to the conditions of poverty. The active participation

of the community in sustainable development ensures that those who are affected by the changes are the ones determining the changes. The result is the enjoyment and sharing of the benefits and products generated by the change. Participation is not exclusive, ensuring equitable input, self-determination and empowerment of both genders and all races and cultural groups. The study shows how it influences the issues which directly or indirectly impact on the program stability at the community level. The multi-dimensional attributes of sustainability from the study findings as mentioned in the study conclusion implies that to enhance program sustainability, a rigorous sustainability analysis is needed at the time of formulation of a program. It is expected that such an analysis should be followed by a sustainability strategy and applied right at the design stage of the program.

There are several issues linked with the program sustainability. Depending on the nature of a program, each of these issues have the capacity to influence program sustainability in one or other way. The major important issues to maintain the sustainability are:

- Continued community participation
- Equitable sharing and distribution of program benefits
- Continued flow of net benefits
- Institutional stability
- Continued operation and maintenance of program facilities

Quite often weak management and inadequate monitoring provisions contribute to implementation problems which than weakens the program sustainability, eventually. So, implementation and monitoring strategy refers to consideration of program management arrangements which is well defined implementation plan with clearly defined functions, responsibilities and necessary provisions been made thereof. It is found that quite often programs tend to encounter sustainability problems due to weak or inadequate operation and maintenance support. The post implementation operation and maintenance (O&M) management support (either by the executing agency or the community or both) required after implementation of a program. To fulfill the program objectives, it is expected that the social development manager should liaises with local and provincial government agencies, client's i.e. social development committee, NGO's, community based organizations and local communities. Efforts should be made to discover people's felt needs through their involvement before planning or implementing programs.

The certain basic recommendations for the implementing agency which will prove to be effective & sustainable for the development program/s implementing at the community level are as follows:

- To achieve the objectives of development with sustainability impact that every attempt of economic development should be coupled with the appropriate social and cultural change for generating broad based people oriented development policies and efficient practices.
- To make the development program success and make it sustainable, the community participation is essential at every stage from decision making, planning and implementation.

- To start with program planning phase to implementation, participation and control the management aspects are involved at every stage and judicious application of management principle in every stage will make the program affordable, reliable & sustainable and dividend oriented.
- The program implementing agencies should developed the vision and transferred the same to the community that the Program outcome will not only provide long term benefits to the community rather it will make the community self-reliant.
- The program will be result oriented and sustainable in the community if benefits arising out of the Program should be shared in equitable manner to the stake holder especially the community. The development process should help to realize every community member that the fruits of the development have not only fulfilled their demand but at the same time changed their life towards quality.
- The social development program implementing authority should be given more emphasis to build social capital in the community & make the approach more humane along with physical capital to make the program sustainable.
- The decision on implementing development program/s at the community level should be based on community centric and demand driven. The community needs to give special priority for selection of the program and
- To uphold the democratic values at every stage from program initiation to final stage of implementation to make the program outcome more reliable and sustainable.

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