

P R E F A C E

Rural development administration in India, at present aims at bringing about a change in the pattern and direction of the functioning of the democratic state in which affluence of the few has grown in the midst of mass poverty, deprivation and destitution. There is now a consensus among the policy-makers, planners, administrators and scholars that without trying hard to provide the poor the basic needs for their survival, such as, food, shelter, drinking water, medical and health care, and educational services, no viable and vibrant democracy can be established. The countries like India, where a vast majority of the people in absolute or relative poverty live in rural areas, rural development has become a matter of concern for all. Although the need for a well-defined public policy in this regard is felt by all, a radical policy and structural reforms, it seems, are not in the offing in the immediate future owing to the nature of the Indian polity. Hence, the need for improving performance in the implementation of development programmes has been the main plank for wiping out the scourge of poverty. But the organisation and management system, with a tradition of colonial bureaucracy based on Weberian model and the lack of people's participation, have hindered the success of the developmental plans and programmes. In view of the accent on distributive justice, equity, minimum basic needs and a decent quality of life, the humanistic and participatory thrusts in development administration need to be emphasized. Such attempts

have been made to a significant extent in West Bengal through the revitalization of the Panchayati Raj in 1978. In the context of the study area, recent political upheavals in the form of the "Gorkhaland Movement" and the formation of the Darjeeling Gorkha Hill Council added new dimension in development administration.

In the light of the broader perspective outlined above, the study seeks to go into the some of the basic organisational and management issues of rural development. The detailed plan of the study has been provided in Chapter I. But at this juncture, it is worthwhile to mention that Chapter V the lengthiest of them all, is a very important and significant part of the present dissertation as it analyses empirically the working of the developmental agencies in the hill areas of Darjeeling in the light of the theoretical framework developed in Chapter II and on the basis of the operationalisation of some of the crucial organisational concepts in that Chapter.

ACKNOWLEDGEMENT

My indebtedness to my revered teacher and supervisor, Dr.S.N.Ray, Professor, Department of Political Science is without bounds. Words are not enough to express my deep sense of gratitude to the beloved teacher, but I must formally acknowledge my thanks and gratefulness to him. Without his

methodical but creative and scholarly guidance, this dissertation would have never come to its logical end. His sustained interest in my work combined with love and affection have enabled me to complete the thesis for which I submit my oblation, love, affection and respect. I also feel equally obliged and remain grateful to Mrs. Ray for her kindness, hospitality and affection.

I am grateful and thankful to Dr. B.C. Muthaiya, Dr. Santhanan, Dr. M. Shiviah, Dr. A.C. Jena of the National Institute of Rural Development, Hyderabad, for their valuable suggestions, which I had received during my stay there as a participant of the 'Rural Research Methodology Course'.

I owe a special debt to the Principal, colleagues and the non-teaching staff of the Kurseong College for their cooperation.

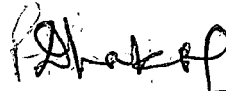
Thanks are due to the Library staff of the NIRD and the Central Library, University of North Bengal for their help.

I am also thankful to the Research Scholars' Association, North Bengal University for providing necessary Cooperation. I wish to extend my appreciation to Sri Michael Dutta, Junior Research Fellow, Department of Geography, N.B.U. for preparing the Map. I sincerely express my regards and affection to

Sri Diwakar Pradhan, Junior Research Fellow, Department of Nepali, N.B.U. for all kinds of help in making the thesis ready for binding.

To my parents, brothers and the other family members, Techkla, Mendi, Rendi, Prashanti and Nili, who always inspired and encouraged me, nor formal thanks and appreciations are adequate. I owe them a lot.

Finally, there is a special kind of support that was crucial to the successful completion of this dissertation. My wife 'Binu' with her love and affection, has been always inspiring and encouraging me, remaining unbothered of the family problems, looking after the two small kids in my absence and at the same time fulfilling her duties as a teacher in the School she is employed.



(RAJENDRA PRASAD DHAKAL)

Dated,

August, 30th, 1993.