CHAPTER 23

VOLUNTARY SECTOR

23.1 The Voluntary sector has contributed significantly for finding innovative solutions to poverty, deprivation, discrimination and exclusion through various means, such as, awareness creation, social mobilization, training, research, and advocacy. The voluntary sector represents organisations engaged in public service, based on ethical, cultural, social, economic, political, religious, spiritual or philanthropic considerations. Such organisations are found in various forms and are variously known as Voluntary Organisations (VOs), Non-Government Organisations (NGOs), Self Help Groups (SHGs), Community Based Organisations (CBOs), Civil Society Organisations (CSOs), Registered Societies and Trusts. Voluntary action is essential to deepen democracy, social justice and equity in the country. Voluntary organisations are perceived as people’s organisations which are flexible and better adapted to ground realities. As a result, voluntary organisations are being increasingly recognised to play an important role in furthering socio-economic development process.

23.2 In recent years, VOs / CSOs have increasingly taken roles in multisectoral governance processes. The concept and approaches of voluntary efforts have undergone considerable change over the time due to their expanding roles in the sphere of social development, mobilisation and empowerment of local communities. There is growing need for collaboration between Government, the voluntary sector, as well as the private sector at different levels. It is accepted that Voluntary Sector enjoys following distinct advantages vis-a-vis Government machinery.

(i) Voluntary organizations are self-governing and voluntary actions are independent of government support.

(ii) Direct appreciation of local needs, aspirations and problems, which enables them to draw more realistic plans of action.

(iii) Wider knowledge of the community wisdom as well as local resources and constraints which help solve local problems in a better manner.

(iv) Closer rapport with local communities brings better acceptance of NGOs by local people.

(v) Flexible and informal approach and cost-effective delivery of desired services.

(vi) Better motivation and greater trust of local people, particularly the needy.

(vii) Ability to work towards empowerment of the poor at grass-root level.

(viii) Wider reach, even to remote areas, and

(ix) Quick helping hand in case of disasters.
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23.3 Recognising the increasing role of voluntary sector to further socio-economic development, the State Government have been encouraging participation of VOs, NGOs, SHGs and other people’s organisations in the process of socio-economic development.

Recognition of Voluntary Sector in the earlier Five Year Plans

23.4 Voluntary participation has been encouraged in the planning process right from the First Five Year Plan. In the First and Second Five Year Plans, emphasis was given on public co-operation in national development with the help of VOs. The Third Five Year Plan stressed that the concept of public co-operation was related to the much larger sphere of voluntary action in which the initiative and organisational responsibilities rested completely with the people and their leaders, and did not rely on legal sanctions or the powers of the State for achieving their aims. During the Fourth and Fifth Plans, the thrust on public co-operation and involvement of people’s organisations was somewhat lost due to wars and economic recession that followed. In the Sixth Plan, the idea of participation of people's organisations was again stressed. The 1980s saw emergence of NGOs as major actors in the international development scenario and India was no exception to this. The Seventh Plan recognised the importance of NGOs in the difficult task of rural development and they have been provided financial assistance to do this.

23.5 In the Eighth Plan, due emphasis was given on building-up people’s institutions. It was expected that developmental activities undertaken with people’s active participation had a greater chance of success and could also be more cost-effective compared to the development activities undertaken by the Government. In the Ninth Five Year Plan, efforts were made to promote people’s participatory bodies like Panchayati Raj Institutions (PRIs), SHGs and NGOs for development. During the Nineties, VOs / NGOs emerged as important players in the development process. In fact, private initiatives form the essence of the development strategy. Efforts are being made to remove constraints which hamper some segments of our society in participating effectively in the development process. Keeping up with this line of thinking, the State Government have been vigorously promoting people’s participatory bodies including PRIs, Co-operatives and SHGs to seek their active involvement in the development process. In the Tenth Five Year Plan, the main focus was to create enabling environment for the growth of VOs and constitute State Joint Machinery for State Government and Voluntary Sector Collaboration. In the Eleventh Five Year Plan due emphasis was given to further partnership between CSOs and PRIs.

Voluntary Sector in Odisha

23.6 Recognising the growing importance of voluntary sector, Government of Odisha have evolved a policy to involve VOs / NGOs in the development process. In the Resolution No.15595 dated 6th August, 1992, the State Government clearly spelt out the broad principles: (i) to encourage execution of development works through VOs / NGOs, (ii) to identify the areas and sectors in which they are to be involved, (iii) to adopt modalities in selecting VOs / NGOs for specific
works, and (iv) to evolve procedure for assigning works and placing of funds with them for the purpose.

23.7 Initially, involvement of voluntary sector was limited mainly to the implementation of 20-Point Programme. But in the Policy Resolution dated 6th August, 1992, the involvement of VOs / NGOs was extended to other developmental activities. In order to further strengthen the Government-Voluntary sector partnership, a State level Convention was held on 28.7.1994 in collaboration with CAPART. The State Government also constituted a State Level Cell which is mandated: to monitor the implementation of NGO-related policies and programmes; to recommend specific policy improvements to involve VOs in specific activities, and above all to advise Government on resolving conflicts between VOs and Government Agencies.

23.8 An effective mechanism for a constructive and collaborative partnership between the Government and Voluntary Sector has been evolved over the years in the State through a system of 3-tier Consultative Committees, consisting of Block-Level Consultative Committee (BLCC), District-Level Consultative Committee (DLCC) and the State-Level Consultative Committee (SLCC)-with representatives from both Government and voluntary organisations. These committees are constituted with the responsibilities to: (i) ensure co-ordination and complementarity between the two sectors, (ii) provide representative forum for VOs of the State, (iii) provide feedback system for the Government to know reactions of the Voluntary Sector on various Government policies and programmes, and (iv) monitor the implementation of developmental works assigned to the VOs.

23.9 The voluntary sector in the State has steadily grown over the years both in terms of their numbers and activities. Many of them have been receiving funds from the State Government, Central Government and external sources. NGOs / VOs in the State are at present working in many areas including rural development, environmental protection, adult education, rural sanitation, tribal welfare, literacy programme, social forestry, health and family welfare, women and child development, awareness generation, vocational training, old age homes and orphanage, human rights and water-shed development. The Government have brought out a State Level Directory of NGOs to serve as a guide book on NGO Sector.

Strategy and Approach

23.10 In the context of formulation of the Twelfth Five Year Plan: 2012-17, a Steering Committee has been constituted by the Planning Commission with following terms of reference:

i. To evolve and review procedures & guidelines of the Government for involving Voluntary Organisation (VOs) in the process of formulation of policies, schemes and programmes.

ii. To evolve structures which enable the flow of information from people to planners and policymakers.

iii. To evolve and review procedures and guidelines of the Government for encouraging the participation of VOs in the design,
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implementation, monitoring and evaluation of programmes and schemes.

iv. To suggest simplified mechanisms for appraising and monitoring the work of VOs for purposes of accreditation.

v. To review existing accreditation systems for VOs and provide suggestive measures to establish better methodologies for accreditation, in order to enhance accountability, transparency and good governance in the Voluntary sector.

vi. To review existing laws and policies related to registration, taxation, funding and areas of operation of VOs.

vii. To examine the existing partnership arrangements between Private sector and Voluntary Sector and critically evaluate Corporate Social Responsibility initiatives.

23.11 The specific areas in which Voluntary Sector is expected to play a significant role in the State are as follows.

(i) Capacity building of PRIs

(ii) Women welfare and empowerment.

(iii) Child welfare and rights of the child.

(iv) Family welfare

(v) Rural sanitation

(vi) Poverty alleviation, employment generation and opportunities for self-employment

(vii) Literacy

(viii) Environment protection.

(ix) Entrepreneurial development training


(xi) Rural water supply

(xii) Food security.

(xiii) Disaster management.

(xiv) Tourism and cultural affairs.

(xv) Human rights.
Resettlement and rehabilitation of oustees by big projects.

Impact of globalisation and liberalisation on the State’s economy.

Integrated wasteland development projects.

23.12 The State Government have been periodically evaluating the experience gathered from working in partnership with the voluntary sector and evolving appropriate policies and programmes to create an enabling environment for the Voluntary Sector and to further strengthen their partnership with the Government. The experience has shown that while a large number of VOs are dedicated to their cause and committed to planned social change, there are some VOs which are driven by narrow selfish interests. Such negatively driven NGOs have been perceived as a serious threat to the credibility and trustworthiness of the voluntary sector. Government of Odisha have taken serious note of this disturbing trend. With a view to let the voluntary sector achieve credibility and win the confidence of the people, Odisha Legislative Assembly unanimously passed a resolution calling upon Government to take appropriate legislative and executive measures to work out a suitable policy framework for Government-Voluntary Sector partnership that would promote nation building process, ensure accountability of the voluntary sector to the people, and increase transparency in their activities.

23.13 The State Government is in the process of formulating appropriate policy measures in pursuance of this Resolution and a Task Force was constituted to make recommendations regarding “Strengthening Civic Engagement for Government-NGO partnership”. The main mandates of the Task force was as follows:

(i) To develop a regulatory framework for strengthening partnership between Government and Voluntary Sector for common good of the society;

(ii) To suggest how accountability, transparency and good governance could be enhanced in the Voluntary Sector and how credibility of Voluntary Sector be enhanced in the eyes of public;

(iii) To create mechanism for information sharing between Government and Voluntary Sector with a view to increasing development effectiveness and transparency;

(iv) To suggest credible mechanism for grievance redressal and conflict resolution between Government and Civil Society Organisation;

(v) To prepare actionable strategies for improving development communication with Civil Society.

23.14 The Civil Society Task Force met five times and discussed various key issues pertaining to Voluntary Sector within the ambit of its Terms of Reference (ToR) and with special reference to National Policy on Voluntary Sector as well as recommendations of the Steering Committee on Voluntary Sector. The Task Force has submitted a report containing various recommendations to the Government.
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After due consideration by the Government, appropriate follow-up actions will be taken in this regard to strengthen the partnership between Government and Voluntary Sector for common good of the society.

23.15 The State Government has encouraged the participation of Civil Society Organisations in formulation of the 12th Five Year Plan: 2012-17 of Odisha. In order to seek the inputs from civil society for the 12th Plan, the Centre for Youth and Social Development (CYSD), Bhubaneswar organized a consultative workshop on 21st - 22nd December, 2011. Further, the State Government organized another consultative Workshop on 09.02.2012 to discuss the approach for the 12th Plan: 2012-17. The Workshop was attended by different stakeholders including eminent economists, social scientists, agriculture scientists, representatives of UN organizations (UNICEF, UNDP, UNFPA and WFP) and various civil society organizations. Their inputs are given at Appendix-23.1.
APPENDIX 23.1


A consultation workshop was held under the Chairmanship of Chief Secretary, Odisha at Hotel ‘The Crown’, Bhubaneswar on 09.02.2012 to discuss the approach for the 12th Five Year Plan: 2012-2017 of Odisha. The meeting was attended by Development Commissioner-cum-Addl. Chief Secretary, Odisha, representative of Finance Department, Officer on Special Duty and other officers of Planning & Coordination Department, eminent economists, social scientists, agriculture scientists, representatives of State Planning Board, Odisha, representatives of UN organisations (UNICEF, UNDP, UNFPA and WFP) and Civil Society members.

2. Development Commissioner-cum-Additional Chief Secretary, Odisha welcomed the Chief Secretary and other delegates to the Workshop. He observed that the State was in the process of preparing the 12th Plan like Planning Commission. The State has also decided to seek the views, opinions and suggestions of eminent economists, social scientists, civil society members and others through a consultative process to plan out strategies and development priorities for the 12th Plan.

3. In his inaugural address Chief Secretary, Odisha observed as follows:

i. The State Government have proposed projected plan size for 12th Plan at Rs. 1,00,000 crore which is more than three times the projected outlay of the 11th Plan.

ii. Both agriculture and industry are complimentary to each other. There should be right kind of complementarity between agriculture and industry to achieve holistic growth.

iii. For faster and balanced economic development, the major focus of the State will be to develop infrastructure mainly Bijli (energy), Sadak (connectivity) and Pani (water resources).

iv. Health, Education, Poverty Reduction, Tribal Development and Employment generation will be the priority areas for the State during the 12th Plan period.

v. Emphasis should be on mega lift irrigation projects, check dams and bore wells which have quick distributive effects. Besides, development of micro watershed in clusters and rain water conservation will be given emphasis. At least, one million ha of land should be covered under one watershed development programme.
vi. The target for the 12th Plan is to create one million of employment opportunities for youth by way of imparting them high quality employable skills.

4. **Dr. R. V. Singh, Officer on Special Duty, Planning & Coordination Department** made a presentation on Odisha’s development profile highlighting Plan-wise outlays, expenditure and growth rates, sectoral allocations in 11th Five Year Plan, challenges before the State and core development strategies of the Government of Odisha. He made the following observations:

i. Odisha has made impressive achievements during the last decade. The fiscal crisis has been overcome and Debt-GSDP ratio has been brought down to about 20.07%. The State’s economy has grown at a real rate of 9% plus per year. The poverty reduction has also been faster. However, there are still several challenges before the State. There are acute regional and social disparities, high incidence of poverty, frequent natural shocks like floods, droughts and cyclones and many districts have been affected by left wing extremism.

ii. Therefore, the core development strategies are: sustainable, broad-based and inclusive growth; faster poverty reduction measures; addressing regional and social disparities; organizing and empowering the rural poor; improving productive infrastructure such as roads, power, irrigation; strengthening social sectors including health, education and nutrition, increasing employment and livelihood opportunities; improving human development indicators; emphasizing decentralized planning and addressing emerging environmental concerns.

5. The delegates of the workshop provided their observations/view points and offered important suggestions which are summarized below.

5.1 **Dr. D. P. Ray, V.C., OUAT** outlined the need for integration and convergence of different ongoing schemes of agriculture sector, implementation of plant protection measures, streamlining storage and transport of agricultural produce, water management to guard against erratic rainfall, development of production clusters and production areas, massive introduction of integrated farming system including poultry and fisheries, creation of infrastructure for horticulture development, setting up agro-service centres at GP level, and export promotion in agriculture and allied activities. He underscored the importance of providing technology solutions, technology up-gradation, scientific agricultural inputs, quality seeds and planting materials, introduction of new and suitable varieties of seeds for enhancing the productivity in agriculture. There should be promotion of post-harvest solutions and management protocols in agriculture marketing. Market related HRD including market information and intelligence should be developed. New policy guidelines for market access and market sector reforms should be framed. Procedure for registration of farm chemicals and cold storage licensing system should be rationalized. Mechanisation in agriculture,
urban horticulture, floriculture, dairy development, fresh water aquaculture and pisciculture in farm ponds, sea fish processing plants should be promoted.

He maintained that extension machinery of agriculture, horticulture and soil conservation should be strengthened and brought under one umbrella at the grass root level. There is a need to cover all crops including perennial crops and orchards under crop insurance scheme to protect the interest of farmers. Krishi Vigyan Kendras and farmer learning centres should be setup for dissemination of knowledge in agriculture and allied sectors. There is a need for introduction of single-window system for improved agriculture and horticulture operations. New diploma courses in agriculture and allied sectors should be introduced in the State.

5.2 Prof. (Dr.) Baidyanath Mishra emphasised the measures to increase incomes of farmers, setting up of agro industries and SSIs, higher allocation for service sector, improvement on quality of health and education services and ensuring timely completion of development projects. Limited number of projects with adequate funds for their timely completion will lead the economy in right direction. Emphasis should be given to crop diversification and farmers should be motivated to divert from paddy to cash crops. The system of subsidy leads to pilferage and corruption and therefore, should be dispensed with. Efficient enforcement and strengthening of delivery system in health, education and basic minimum service is essential and, therefore, good governance for improved delivery systems should be ensured.

5.3 Ms. Shairose Mawji, Chief of UNICEF, Odisha stressed on nutrition and children’s health, reduction of IMR & MMR, strengthening of PRIs, synthesis of flagship schemes, strengthening of urban infrastructure and ensuring right to entitlement for urban poor. She advocated for improving local governance decentralisation process and involvement of socially under-privileged people in decision making. Robust monitoring mechanism is essential for proper and timely implementation of schemes/programmes.

5.4 Prof. (Dr.) R. K. Panda, Director, NCDS underscored the need for more investment in productive sectors, introduction of new schemes for poverty reduction, more investment in allied activities like poultry, fishery and veterinary to guard high volatility in crop cultivation, special area development programmes for development of SCs/STs and developing appropriate platform for marginalised population and socially disadvantaged groups. There are large number of landless families in the State. Plan must be made for sustainable allied activities for such families.

5.5 Shri Hemant Dwivedi, Programme Coordinator, UNFPA highlighted on education and health sectors and Governance and demographic issues. On education sector, he noted that key to development is the investment in Human Resource. The Approach paper of Planning Commission for XII Five Year Plan clearly articulate that formal education system needs departure from 3R’s (reading, writing and arithmetic) to 4C’s (Communication, Creativity, Critical thinking and Collaboration). For this to happen-Life Skills Education should be integrates with formal education system. This will not only lead to enhance retention of pupil in education system but
also have snow bowling effect on enhancing employability. Under health sector, he indicated that in a State where about 75 percent of household depends on public health system, functioning and response of Public health care system attain paramount importance to improve health indices and outcomes. There is a need for planned and systematic investment in health infrastructure strengthening which is sporadic and in piece meal now. The skilled health care providers are crucial to change service off take and Health outcomes. There is a need for planned and sustained investment to improve quality of pre-service education particularly for nursing and auxiliary nurse midwives including medical education. This becomes more important when a shift in morbidities is taking place from communicable to non-communicable disease. Entire formal of health care system needs to be relooked in the context of relevance and appropriateness.

On governance issues, he noted that the government employees play a crucial role to transform good intention and excellent plans into action and services. The government employees are key players in the management of change. There is a need to invest in enhancing knowledge, skills and build positive attitude for people centric and responsive governance through organizational development as well as Human resource capacity building and development. Discussing on demographic dividend, he pointed out that:

a) The Youth Bulge in a reality of today’s population composition. There is a need to form a ‘Youth Policy’ to harmonise response for capacity building of young people through coordinated efforts.

b) The growth of ‘Service Sector’ in our country and globally warrants systematic and regulated efforts for ‘migration’ to reap fruits of change. The families of migrants should be covered through social safety net.

c) Urbanisation is bound to grow as cities and towns have long been engines of Economic opportunities and growth. The investment in the basic amenities like water, sanitation and housing to counter wooping population of ‘Urban Slum’ in the Urban population need priority of investment and forward looking people centric planning.

d) The morality and morbidity in the state remains high. There is a need to systematically invest in community processes to promote preventive and health promotive aspect of health.

The advances steps in Odisha to develop systems and appropriate structures are fundamental to transform resources into public goods and services leading to creation of social capital and improvement in the quality of life for all.

5.6 Dr. Manoj Kumar Panda, Director, Centre for Development Studies, Hyderabad underscored the need for convergence of CSP and State Programmes, maintaining sectoral balances in agriculture, industry and service sector, ensuring sustainable growth and investment rate and management of micro level plans. He noted that during the 12th Plan, there should be focus on employment generation in private sector, measures to increase livestock income as a protection against fluctuations in agriculture, schemes to develop citizen’s capacity to take advantages of development
and reducing the number of dependents through generation of more employment in rural areas. Reform in tenancy laws are required to reduce the magnitude of landlessness and absenteeism of landlords.

5.7 Shri P. N. Mishra, State Programme Officer, UNDP pointed out that the 12th Plan should focus on integration of development planning and disaster management and development of housing sector. He expressed on people-centric approach taking into account actual needs at the grass root level, ensuring actual utilisation of allocated funds for development programmes, developing infrastructure management mechanism and allowing more flexibility to the districts through development of proper MIS system.

5.8 Dr. Damodar Tripathy, DJRC noted that during 12th Plan, emphasis should be laid on introduction of suitable schemes to handle agriculture instability, substantial diversification in agriculture, encouraging private sector investment, measures to ensure availability of agricultural labour and employment generation. Policy framework and implementation strategy should be developed and outcome analysis should be made to ensure proper investment in primary sector. Adequate measures should be initiated to achieve growth rate equal to or more than the national growth rate.

5.9 Dr. Sarata Kumar Sahoo, Member State Planning Board, Odisha emphasised on ensuring efficient and effective delivery system, faster poverty reduction, collection of outstanding energy dues and higher investment in energy sector. Water tax should be collected only from industrialists and farmers should be exempted.

5.10 Prof. (Dr.) G. C. Kar focussed on convergence of different development programmes at the grass root level, technology improvement in agriculture and allied sectors, promotion of horticulture, timely completion of land acquisition process, reforms in power sector and its proper maintenance. Accountability should be fixed for the delay in implementation of development programmes. He suggested for establishment of knowledge centres for various development programmes under one roof at the block level for access to the general public. He stressed on creation of cold storage facilities in every blocks under public private partnership mode.

5.11 Prof. (Dr.) Padmaja Mishra, Prof. of Economics, Utkal University observed that there was a need to identify potential productive areas for higher investment in those areas. There should be a comprehensive resource planning for higher resource mobilisations for the State. Under higher education, she emphasised on increasing faculty members, skill development of students and teachers and training & research in higher education. Besides, 12th Plan should focus on creation of adequate infrastructure in rural areas, encourage MSMEs in backward and rural areas, local area planning and decentralisation, urban planning, land use planning, environment planning and evaluation/assessment of plan programmes and outcome budgeting.

5.12 Dr. P. N. Panda, Director SCSTRTI, Bhubaneswar pointed out that there should be emphasis on tribal development programmes. He stressed on ensuring security of tribals in border areas and programmes for changing tribal
beliefs/customs and behavioral practices, enhancement of tribal literacy rate through development of education and providing security guarantee to tribals wherever they live.

5.13 **Prof. (Dr.) Adwait Mohanty** suggested that growth target during 12th Plan should be 10.5%. There should be increase in agricultural productivity through diversification, more allocation to education sector for expansion and quality and higher investment in social sector to enhance labour productivity. Besides, minimising regional, social and economic imbalances and development of areas with comparative advantage in natural resources should be aimed at during 12th Plan.

5.14 **Ms. Kasturi Mohapatra, Commissioner Persons with Disability** emphasised on development of monetary mechanism, policy design and programmes by all development departments for persons with disability (PWD) and earmarking 3% annual budgetary allocation for PWD. Steps should be taken for inclusion of PWD in all development programmes. There should be a separate directorate for PWD. Districts centres for PWD should have more autonomy with adequate allocation. She suggested for ensuring timely issue of disability/deformity certificate by the concerned competent authorities. There is a need for recognizing the rights of PWD, creation of employment avenues for them, 3% reservation in employment and upgradation of their skill. Awareness should be created for changing superstitions and attitude towards PWD.

5.15 **Prof. (Dr.) Bhagabat Pr. Patra, Prof. Economics, Berhampur University** suggested for targeting the Plan size of Rs. 1,20,000 crore for the 12th Plan. The plan should focus on creation of resources/resource mobilisation rather than quantum of resources. Additional resources could be generated by expanding the tax base. The State should plan to adopt its own economic model, identify investment criteria and strategy for development, establish sectoral linkages and optimise utilisation of natural resources for faster development. He stressed on designing schemes for social security of old citizens and balanced regional development, rational distribution of plan funds and more investment in agriculture for multiplication of output, employment and income.

5.16 **Prof. S. K Nanda, OUAT** pointed out that during 12th Plan, social sector, transport sector and agriculture & allied sectors should receive high priority. The strategy in agriculture sector should be: investment in agricultural education, encouragement of agricultural entrepreneurship, development of agro-polytechnic centres, creation of micro irrigation facilities in including sprinkler irrigation, provision of adequate cold storage facilities, integrated farming with mechanisation, development of agro-polytechnic centres and integrated farming with mechanisation. He emphasized that extension activities and new technique and technologies on agriculture should reach farmers at their door steps.

5.17 **Shri Basanta Kumar Nayak, CYSD** suggested for substantial budgetary allocation for elementary education, regular monitoring of progress in implementation of RTE, establishment of one school per one sq. km, massive training programme for teachers, ensuring quality and quantity of health services, provision of
mobile health units in every panchayats, strategic plan to reduce IMR and MMR, promotion of organic farming, proper training to farmers, special scheme for adolescent girls and strengthening food and livelihood security for SC/STs and proper monitoring mechanism. Provision should be made for maintenance and protection of natural resources like forests and minerals. CYSD had also organised a citizens’ consultation on 21st and 22nd December, 2011.

6. Concluding the discussion, Development Commissioner-cum-Addl. Chief Secretary, expressed his satisfaction over the consultations and appreciated the views, opinions and suggestions offered by the delegates. The following observations were made by him in his concluding remarks.

i. Some misconceptions in planning must be dispelled at the outset. Planning is not a one-time exercise. It is a continuous process and is always flexible to take care of the changing priorities of the State. Plan outlays are not always fixed, but are changeable according to the requirements. Plan strategies are amenable to change and revision. Non-financial factors often influence the planning and development process. Outlays are not always translated into intended outcomes and statistics per-se may not reflect the true picture and the ground reality.

ii. There are three challenges in planning. They are: policy formulation, plan preparation and plan implementation and monitoring. A large number of programmes and schemes are in operation in the State. It is, therefore, imperative to plan how technological innovations can be infused into the existing schemes to match the requirements and expectations of the people.

iii. There should be focus on generation of more employment through skill development and skill up-gradation to improve the employability of the persons with more emphasis on the education system and attitudinal changes in the people. An approximate assessment of manpower and skill development requirements are essential to implement programmes.

iv. More emphasis should be on development of the marginalized sections of the society and socially, physically and mentally challenged groups. These areas have not been accorded the priorities they deserve.

v. The State is committed to decentralization of the planning process as per the provisions of the Constitution of India and has taken up several steps towards its realization. The Government has undertaken consultative and participatory decentralized planning at the district level during the 11th Plan. For optimal use of resources through better planning and timely monitoring at the district and sub-district levels, District Planning & Monitoring Units (DPMUs) have been set up in each district. This is an innovation which is first of its kind in the county to actualize the desired objectives of the decentralized in planning process.
vi. Broad objectives and priority areas for the 12th Plan would be: reduction of poverty, infrastructure development, generation of employment and skill development, establishment of knowledge centres, human resource development and management with proper manpower assessment including its demand and supply, development of SCs/STs, PWD and other marginalized sections, development of agriculture and allied sector, industries and social sectors and strengthening decentralised planning with local, regional & district level planning.

vii. For planning to be more realistic and successful, there should be constant and continuous dialogue and interaction with different stakeholders.

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