



BLOCK DEVELOPMENT OFFICERS IN RURAL DEVELOPMENT OF MEGHALAYA

NICHOLAS A. MARAK ¹

¹ RESEARCH SCHOLAR, DEPARTMENT OF POLITICAL SCIENCE, UNIVERSITY OF SCIENCE & TECHNOLOGY, MEGHALAYA.

ABSTRACT:

The key importance in the Rural Development is the rural bureaucracy. Full-fledged staffing in all the rural development blocks and involving them effectively in all sectors of development- agriculture, small scale industry, veterinary, horticulture, fishery to generate employment for the rural poor is required. But the importance in motivating the rural bureaucracy to work hard in assisting the villagers in a difficult working condition for which the BDOs are entirely responsible. Garo Hills, the backward district of the state, needs topmost priority for all round development in all sectors of development. The overall development of the region and success of rural developmental schemes are vital in the development of Garo Hills. Though Rural development is a complex phenomenon covering a wide spectrum of activities meant to ameliorate the condition of people especially the people living in rural areas. It is a basis of social justice and economic equality and removal of poverty. It also implies involvement of voluntary organizations, rural development functionaries and institutions and strategic interventions to help the rural community. The rural development scenario in Meghalaya presents a completely different picture than the rest of the country. There is no Panchayat or any other statutory elective body in the rural areas except the Autonomous District Councils at the District or tribe level. Hence, the present study attempts to give a full picture of Role of Rural Level Bureaucracy in Non-Panchayat Areas with special reference to West Garo Hills district of Meghalaya. The findings on the other hand reveal that the villagers are satisfied with the Government schemes as they have been successful in West Garo Hills, Meghalaya. The development blocks are progressing in the areas of development such as electricity, road and transportation, safe drinking water facilities, health sectors such as PHCs and CHCs, literacy in terms of education etc.

KEYWORDS:

BLOCK DEVELOPMENT OFFICERS, RURAL DEVELOPMENT.

1.0 INTRODUCTION

Rural Development in common parlance means development of rural areas. But in modern times it is very difficult to define rural development as its connotation has moved too much from its basic meaning of 'development of rural areas' to 'integrated rural development' to the present form of 'sustainable rural development. The term 'rural' denotes a non-urban style of life, characterized by agriculture based occupational structure and close-knit society and settlement pattern. According to the International Encyclopedia of Social Sciences, the term 'rural' is broadly referred to the area(s) where people are usually engaged in field activities involving production of food, fiber, ores and raw materials. On the other hand 'development' is a process of gradual growth of advancement through progressive changes.

Rural development is a complex phenomenon covering a wide spectrum of activities meant to ameliorate the condition of people especially the poor people living in rural areas. It is a basis of social justice and economic equality and removal of poverty. As per the rural development Sector Policy Paper (1975) of the World Bank, the term rural development is "a strategy design to improve the economic and social condition of a specific group of people - the rural poor. It involves extending the

benefits of development to the poorest among those who seek a livelihood in rural areas – the group includes small scale farmers, tenants and landless". James H. Copp has defined rural development as "a process through collective efforts, aimed at improving the wellbeing and self realization of people living outside the urbanized areas". He further extends that the ultimate target of rural development is people and not infrastructure and according to him one of the objectives of rural development should be to 'widen people's range of choices'.

Thus, rural development can be defined as strategy to improve the socio- economic, cultural and political conditions of the rural people particularly the poor living in rural areas. It also implies involvement of voluntary organizations, rural development functionaries and institutions and strategic interventions to help the rural community.

Soon after independence, the Community Development Programme initiated in 1952 and National Extension Service in 1953 and the setting up of the panchayati Raj Institutions later were the significant measure undertaken by the Govt. of India. These were significant efforts indeed for coordinated rural development to achieve economic growth and self sustained developments, to generate employment, to bring equity in the level of development,

to increase the standard of living of the rural poor and to develop community participation in the process of rural development.

Various approaches and strategies for rural development were initiated such as multi-purpose approach, minimum package and area development approach, target group approach, employment oriented approach, and Integrated Rural Development Approach. Realizing the importance of people's participation in the process, Panchayati Raj Institution as an agency of rural development has been introduced in 1959. The Constitution (73rd Amendment) Act of 1992, further added a new dimension and vigour in the process of rural development by bringing in a constitutional provision for what is commonly known as democratic decentralization.

The rural development scenario in Meghalaya presents a completely different picture than the rest of the country. There is no Panchayat or any other statutory elective body in the rural areas except the Autonomous District Councils at the District or tribe level. Further while in the rest of the country there is continuous effort at developing newer and newer strategy and agencies of rural development leading to wider range of democratic decentralization, in Meghalaya the status of rural development strategy, more or less remained the same since independence. In absence of a modern representative body at rural level or any serious attempt to modernize the traditional village level bodies to meet the contemporary needs of development in the rural areas, the Block Development Officers are and remained the most important functionary of rural development activities in the state. It is therefore necessary that their role in rural development be studied in depth, assessed and understood in its proper perspective

The Block level bureaucrats play a very insignificant role in the development of various sectors like agriculture, small scale industry, horticulture, fishery, education, health etc. The role of Block Development Officer as central functionary, therefore, needs to be examined and assessed if the problems and prospects of rural development in Meghalaya is to be properly understood. The Government of Meghalaya as well as the Central Government is presently concentrating on accelerated development of rural areas particularly for economic self-sufficiency, improvement of communication, eradication of rural poverty etc. Various programmes were implemented and some are under implementation. The success of these programmes depends upon efficient and dedicated rural bureaucracy led by the Block Development Officers. It is in this context that the present study is considered to be important. The study will be carried out by surveying the field reality and the working of the Block Development Officers in the West Garo Hills District of Meghalaya.

The West Garo Hills District lies in the western part of Meghalaya. The total population of the district is 6,42,923 (Meghalaya- 29,64,007) is per 2011 census. The district

has six Rural Development Blocks – Rongram, Dalu, Tikrikilla, Selsela, Dadenggre and Gambegre. It is mainly inhabited by the Garos with a homogeneous socio-political back ground throughout the district. A relatively democratic and uniformly developed traditional tribal socio-political institution the Nokma, and the village council is the indigenous political system of the people there. Besides, the village councils in the district acquired a formal status under the Village Council Rules, 1971 adopted by Garo Hills District Council. Communication in the district is moderately good and it is neither very highly exposed nor very unexposed to the outside influences. Thus the district offers a better and representative sample of the state and the non-panchayat areas of the region. Hence the East Garo Hills district is selected as the area of the field study.

2.0 REVIEW OF RELATED LITERATURES

There are some works dealing with the rural areas of Meghalaya which touches upon the problems of rural development. The various studies are given in the following lines:

S. Bhatnagar in his book, Rural Local Government in India (Light And Life Publishers, New Delhi, 1976) discusses the status of Rural Government in India in general. But he does not pay attention to the status of rural development in Non- Panchayat areas in India or in a Sixth Scheduled area.

Robert Chamber also presents only a general study of rural development in India in hi, New Delhi, 1980 presents a study of strategies of rural development in his book Rural Development: Putting the Last First (Longman Group Ltd, London, 1983). He presents a study of the status of rural development in India and examines the problems and prospects of rural development in the country. But he does not make any reference to the role of rural bureaucracy in rural development.

S.G. Deogaokar, (Administration for Rural Development in India, Concept Publishing Company, New Delhi.) discusses rural development administration in India as whole. Without paying attention to Sixth schedule areas, or the role Block Development Officers in particular.

Rakesh Hooja, in his book administrative interventions in Rural Development (Rawat Publications, Joypur, 1987), studies the role of bureaucrats in rural development in general, in areas where panchayats are also. He does make any reference to the role of rural bureaucrats in non-panchayat areas.

N. R. Inamdar, studies development administration in general in India, but does not touch upon the problems of rural development in scheduled areas. (Development Administration in India, Rawat Publications, Joypur, 1992)

C.R. Kotha has edited book, Rural Development in India, Retrospect and Prospect contains a number of papers dealing with theoretical and conceptual as well as strategically aspect of rural development in India. This is a

useful book for understanding the process and practice of rural development in the country. While the book is helpful in understanding certain concepts and practices, it is to be applied to particular cases like Meghalaya through empirical experiences of the local situation.

N. Karna, L. S. Gassah and C.J homas in their edited book *Power to People in Meghalaya* (Regency Publications, New Delhi, 1997) presents as many as 14 papers on Sixth Schedule, 73rd Amendment Act, traditional political systems etc. One of them dealt with a comparative study of the Panchayat raj and traditional Khasi Institutions. But none of them dealt with the role of Block Development Officers in rural development in non-panchayat areas.

L. S. Gassah presents a detailed study of the working of the Autonomous District Councils in Assam, Meghalaya, Manipur, Mizoram and Tripura in his book (edited), *Autonomous District Councils* (Omsons Publications, New Delhi, 1997) While the book or its contributors provide a detailed study of the Autonomous District Councils in the region the studies confine their focus mainly on Sixth Schedule and related problems. It does not contain any discussion on rural development or role of rural bureaucracy in rural development.

S.K. Chattapadhyas' edited book *Tribal Institutions of Meghalaya* (Spectrum Publications, Guwahati, 1985) contains as many as 27 papers contributed by 24 authors many of them being eminent scholars in the field. He book mainly confines itself to the study of socio- religious and socio-political institutions of the tribes of Meghalaya. The book while being useful for the back ground study of the rural areas and traditional village councils found among the tribes of Meghalaya does not throw much light on the status and practices of rural development

Milton Sangma's book *History and Culture of the Garos* (Books Today, New Delhi, 1981) presents a comprehensive picture of the socio- political life of the Garos a major tribe of Meghalaya. It devotes one independent chapters each to the Garo village Council system and Garo political systems. The Nokma system of the Garos and their role in village governance is elaborately discussed in the book. But since the book was published much before the passage of the 73rd Amendment Act which rejuvenated the system of rural governance and rural development throughout the country and which directly or indirectly influenced the rural governance system and rural development practices, even in the areas kept outside the purview of the Act, the issues generated by it did not find place in the book.

Nani Bath, *Electoral Politics in Arunachal Pradesh*, (unpublished Ph D thesis of Rajiv Gandhi University) presents among other things a study of interaction between the modern electoral political process and the traditional tribal socio-political practices in Arunachal Pradesh. The study was carried out in Arunachal Pradesh which is although a hills tribal state of Northeast is not a non-panchayat state. And therefore, is not very relevant to the present problem.

Harendra Sinha, presents a study of the role of Block Development Officers in rural development of Mizoram in his unpublished Ph.D. thesis.

Entitled "The Role of Block Development Officer in the Rural Development of Mizoram. In which he discusses among other things, the recruitment, training and the functions of the Block Development Officers in Mizoram, relationship among the officers associated with rural development and the public opinion about them in the state. However, while Mizoram and Meghalaya are similarly placed in so far as Sixth Schedule and rural development strategies are concerned, Meghalaya presents a different situation in so far as the existence of traditional village institutions and their role in rural development is concerned. Hence the findings of Dr. Harendra Sinha in case of Mizoram may not be applicable in case of Meghalaya.

Thus, the existing literatures do not cover our knowledge of the process and practices of rural development and the role of rural democracy in its working. The proposed study will be a humble attempt to fill this gap. In the present spate of democratic decentralization the non-panchayat areas are also bound to experience certain changes in the rural development strategies and practices. The perception, practices, functioning and accountability of the rural bureaucracy and the people are bound to be influenced by the happenings outside the block, district or the state. It is the responsibility of the social scientists to investigate and find out these processes and emerging trends in these areas taking place during post independent specially the post 73rd Amendment Act period. The present study is a small step towards this direction.

3.0 SIGNIFICANCE OF THE STUDY

In Meghalaya, the Community Development Programme was started in 1953. But the state remained outside the panchayati raj system or any other popularly elected body in the rural areas as it was under the sixth schedule of the constitution. The traditional local self-government bodies like the Village Councils or the head of the village which fall within the purview of the Sixth Scheduled of the Constitution were neither equipped to deal with the modern developmental needs of rural development nor strengthened like the panchayats in other areas of the country. With the introduction of Panchayati Raj Institutions in almost all other states of India rural development programmes were/are initiated or undertaken and implemented by Panchayati Raj Institutions, at least to certain extent. It has become, more pronounced after the passage of the 73rd Amendment Act which has not only accorded a constitutional status to the panchayats but also added real teeth to them by transferring 29 subjects under the Eleventh Schedule of the Constitution and ensuring availability of funds. The Block Development Officers (BDOs) role was reduced to a great extent to that of a guide or a facilitator. But the Act was not made applicable to Meghalaya. Article 243M (2) (a) says that "nothing in this Part shall apply to the states

of Nagaland, Meghalaya and Mizoram". Thus in case of Meghalaya, in absence of panchayats or similar statutory bodies and its exemption from the purview of the 73rd Amendment Act, the onus of the initiation and implementation of the rural development plans, programmes and schemes fell mainly on the shoulders of the Block Development officer and his team. So the role of the Block Development Officers in the rural development of Meghalaya is very crucial. The success or failure of rural development activities depends on his perception, performance and capabilities.

At present, the posts of BDOs are filled through a) direct recruitment through State Public Service Commission and b) promotion or transfer from existing State Administrative Service. The practice of promotion or transfer from the state service is obtained in Meghalaya. The Meghalaya Civil Service (MCS) Junior Grade Officers are appointed as BDO in Meghalaya. Usually, persons in the age group of 25 – 31 and in possession of Bachelor's Degree on Arts, Science, Agriculture, etc are eligible for appointment as the BDO, giving importance on Administrative Experience, Social Service or Experience of Revenue Administration. The BDO also needs a comprehensive training for performing his duties as an extension worker, as a Programme Planner, as a Coordinator, as a Captain of the team functionaries and most important is, as an agent to motivate, encourage and assist village families.

The BDO as a multipurpose functionary is expected to be more prompt, efficient, objective, and most important is motivating the rural poor. He is a ubiquitous figure today and no one at least, in rural India, remains, or can even afford to remain unaware of his presence. The introduction of Community Development and changes in new functionaries has passed more than five decades. Since then, India has executed over forty programmes of rural development. The Block level bureaucrats play a very insignificant role in the development of various sectors like agriculture, small scale industry, horticulture, fishery, education, health etc. This is due to the communication constraint like lack of available staff and frequent transfer of the BDOs. The BDOs and Eos do not attend regularly training programmes organized by the State Institute of Rural Development. Thus, the BDOs posting for a longer period appointment of required number of level functionaries, area of operation of the Village Level Workers, reducing the area of operation by making an Additional Block needs to be made. The functions of the BDOs and his assisting staff mostly found to be confined in the block office only. But it is observed that motivating the Extension Officers and Village level Workers by the BDOs to work on the field is lacking.

Garo Hills, the backward district of the state, needs topmost priority for all round development in all sectors of development. In the overall development of the region and success of rural developmental schemes, the key importance is the rural bureaucracy. Full-fledged staffing in all the rural development blocks and involving them

effectively in all sectors of development- agriculture, small scale industry, veterinary, horticulture, fishery to generate employment for the rural poor is required. But the importance must be given in motivating the rural bureaucracy to work hard in assisting the villagers in a difficult working condition for which the BDOs are entirely responsible.

4.0 OBJECTIVES OF THE STUDY

The objectives of the study are as follows:

- a) To study and assess the status of rural development in Meghalaya as a Sixth schedule and non-panchayat state.
- b) To study the Socio economic background and recruitment base of the Block Development Officers and other rural bureaucracy in the state.
- c) To study the evaluate the role of Block Development Officer and his team in rural development in Meghalaya.
- d) To investigate and assess the role perception and perception of rural development of the Block level officers
- e) To study the relationship of the subordinate officers with the BDO and mutual relationship among themselves.
- f) To study the role of traditional self-governing institutions and their relationship with the Block staff.

5.0 RESEARCH QUESTIONS

In view of exploratory nature of the study and lack of enough literature dealing with the area and scope of the proposed study, it is considered appropriate that we formulate the following research questions to investigate and find answers to them:

- a) What is the present status of rural development in Meghalaya and how does it differ from the non schedule areas having Panchayats?
- b) What is the organizational arrangement of the agencies involved in rural development activities in the state?
- c) What is the role and position of the Rural Development Officer and his team in the overall mechanism of rural government agencies in the state?
- d) What is the recruitment base and the socio-economic background of the rural bureaucrats in the state?
- e) What is the status and relationship with the officers engaged in rural development work in the state; of the traditional rural level self governing bodies/institutions in the state?
- f) What are, if any 'the difficulties encountered by the rural bureaucracy in carrying out the rural

development activities?

6.0 METHODOLOGY OF THE STUDY

The methodology of the study is mainly empirical and descriptive survey. It involves surveying all the six blocks in the sample district of West Garo Hills, Meghalaya, interviewing the Block Development Officers and other selected staff currently working in the BDO offices. The Nokmas in selected villages in each Block and a specified number of villagers in the sample villages are to obtain an understanding of popular perception of rural development and the role of BDOs in it.

6.1 Research Design

The investigator has employed Descriptive Survey method as the design of the study. The findings of this investigation will clearly describe the various schemes, policies, programmes, projects of the Village council and the development of the various Blocks in Garo Hills.

6.2 Population

For the purpose of this study a BDO means the officer in charge of the Block Office, block staff means the different extension officers working in a particular Block and Nokma means the A'king Nokma of the selected village. A villager means an adult man or woman of a selected village whose name appears in the latest electoral roll of the village. The list of the population according to the Blocks with division of the Villages can be seen in the following table attached in the following pages.

Sl.No	Block	Sample				
		Male	Female	Total	Ministerial Staff	Field Staff
1.	Rongram	29802	28943	58745	16	17
2.	Dadenggre	20842	20753	41595	14	12
3.	Tikrikilla	29267	29121	58388	15	17
4.	Selsella	80422	78799	159221	11	24
5.	Gambegre	13576	13193	26769	11	10
6.	Dalu	25879	25341	51220	12	22

Source of the Sample: Details of Blocks from Census 2011.

6.3 Sample

The villages are randomly selected from among the list of villages in every Block with purposive sampling technique so as to include proportionate numbers of men and women and young and elders from the voters list of the village. The exact number of villages and the number of villagers is decided after a preliminary survey of the selected district so that the sample becomes representative of the area. The list of the sample is given in the following table in the following pages.

Sl.No	Block	Sample				
		Male	Female	Total	Ministerial Staff	Field Staff
1.	Rongram	29802	28943	58745	16	17
2.	Dadenggre	20842	20753	41595	14	12
3.	Tikrikilla	29267	29121	58388	15	17

Source of the Sample: Details of Blocks from Census 2011.

6.4 Tools of the Study

The main tools of the field study are two sets which are developed and structured interview schedule-cum-questionnaire. One for the Block staff and the other for the Nokma and the villagers'. The Interview schedule-cum-questionnaire is tested and found to be highly reliable and recommended by the subject experts in the field with research experiences. It was developed and standardized with reliability and validity principles with proper item analysis and discrimination of the various items.

6.5 Procedure for Data Collection

Data for the study is mainly collected from the field survey of all the six Blocks and selected villages of West Garo Hills District. Data is also collected from available government files and reports and Autonomous District Councils and Village councils. Both published and unpublished works are also used as sources of secondary data, wherever available. Information is also collected from the leading local intellectuals and knowledgeable villagers through self developed questionnaire and formal and informal discussions. Data so collected is supplemented by the field notes maintained by the investigator based on his field observation during the field visit.

6.6 Statistical Technique

The investigator used Simple percentages, mean, averages as statistical techniques.

6.7 Analysis of Data

For analyzing the data the tables, figures are converted into percentages by simple calculations and simple statistical measures like frequency and percentages.

7.0 MAJOR FINDINGS

- i) MGNREGA/IRDP/SGSY is implemented in Meghalaya especially in Garo Hills.
- ii) 89.09 % of the officials gave their witness regarding the status of Rural Development
- iii) BDOs are responsible for village development,
- iv) 89.09% of officials said that the villages have benefitted from NLUP, IRDP, SGSY, IAY, EAS etc
- v) Block Development Official implements the Rural Development Schemes.

- vi) The various schemes which are implemented are MGNREGA, IAY, MLA.
- vii) MGNREGA and IAY schemes are liked most by the people in the Garo Hills.
- viii) 87.27 % of the people are happy with the selection process of the beneficiaries.
- ix) 52.72 % of the Villages said that they have no cooperative stores, medical sub Centres and Veterinary Centres
- x) 76.36% of the people said that Block officials are the Sources of knowing about RD programmes.
- xi) 78.16% of the BDOs and 65.45% of the Beneficiaries said that Village level worker, Gram Sevika, Extension officer are helpful to the villagers.
- xii) 47.27% of the people gave their Opinion regarding Village BDOs, level worker, Gram Sevika, Extension officer that they are very helpful whereas, 41.82% of the people also express their opinion that Village BDOs, level worker, Gram Sevika, Extension officer are not so helpful.
- xiii) 83.64% of the people said that the BDOs must concentrate for Development of village in line with Poverty Elevation programs.
- xiv) 85.45% of the people said that they are satisfied with the village development initiated by BDOs
- xv) 60% of the people expressed that BDOs visit the villages for the purposes of Awareness of rural development schemes, Motivating the farmers, Imparting agricultural education, aware of fertilizers and Supervision of works in the Blocks.
- xvi) Areas where Block is Progressing are Rural connectivity, Create and conduct individual and community assessment, Road and transportation, Electricity and Rural Employment
- xvii) Regarding the Impressions on implementation of Rural development programmes the people responded that it was successful and satisfactory.
- xviii) The problems such as Non availability of proper documents by the beneficiaries, Faulty census report, Communication and Road/transportations, Electricity and networks.
- xix) 65% of the Nokma's and 49.09% of the council Members are head of the family.
- xx) 45% of the Nokmas and 36.36% of Council Members have Primary Education.
- a) Sustaining people on the development issue
- b) Spreading Awareness and Interest among the people in the Blocks
- c) Education for the better implementation of programmes/schemes with coordinators
- d) Training for Record keeping
- e) Vehicle for the staff in the operation
- f) office quarters can be provided so that working would be easy and comfortable at reachable time schedule
- ii) The findings from the village elders reveal that 55% of the development officers do not visit the village and so there is an urgent requirement that development officer visit the village frequently in the respective blocks in West Garo Hills.
- iii) BDDs can concentrate more on the Agricultural Development of the respective blocks.
- iv) Workshop/interactive programme can be conducted to motivate and encourage the villagers/beneficiaries
- v) Information about the schemes can be given well in advance in the respective blocks so that everyone is aware of what is going on in the Blocks.
- vi) Better infrastructure, facilities in terms of mobility and transport etc can be introduced.
- vii) Regular meeting with the staff of the blocks can be conducted
- viii) Providing internet facilities in the offices of the Block development
- ix) Proper training for the staff in the blocks can be introduced.
- x) Proper room with toilets and drinking water facilities etc can be introduced in the blocks
- xi) Cooperation with the villagers and the staff in the blocks can be established
- xii) Faulty census report can be modified and republished.
- xiii) For better administration the Block s in the West Garo Hills can be divided in small units.
- xiv) Kind of training needed according to block functionaries to functions effectively are such as Training on punctuality, Public Relation, Management and maintenance of Record, Creation of Assets and PAY schemes.
- xv) The village council members are happy with the selection process of the beneficiaries and the same spirit can be continued in the near future.
- xvi) The block official can also motivate the farmers in the blocks.
- xvii) Imparting agricultural education and creating awareness of fertilizers etc among the village farmers

78.0 SUGGESTIONS

- i) Areas BDO should concentrate for Development of Agriculture, Public Health, Poverty Elevation programmes in the village.
- ii) Suggestions to make the Village Councils more powerful:

are the need of the hour and lines of actions can be taken accordingly in different blocks.

9.0 CONCLUSION

Though Rural Development programmes in Garo Hills have been badly affected due to many reasons but activities have posed a big blow to the developmental activities carried on by the different Departments of the State Government. The communication, marketing system, agriculture and allied sector still needs to be explored although some achievement has been made with the efforts of the Government of Meghalaya especially after 1972. The results, analysis and findings indicate that Rural Development is taking place with slow pace in different districts of Garo Hills. The role of the Rural Development officers, and the staff in rural development schemes are noteworthy to mention. The findings on the other hand reveal that the villagers are satisfied with the Government schemes as they have been successful in West Garo Hills, Meghalaya. The development blocks are progressing in the areas of development such as electricity, road and transportation, safe drinking water facilities, health sectors such as PHCs and CHCs, literacy in terms of education etc. Still more focus can be stressed in the areas such as concentration for Development of Agriculture, Public Health, Poverty Elevation programmes in the village and raising the standard of life in the various development blocks. More Government schemes can be implemented in the long run through the intervention of Nokmas, village councils and Block Development Officers with basic awareness and training programmes in the remote areas of the blocks in order to minimize the poor living conditions and uplift the downtrodden.

REFERENCES

1. Harendra, S. (2006). 'The Role of Block Development Officer in the Rural Development of Mizoram. Gauhati University, 2006.
2. Bhatnagar, S. (1976). Rural Local Government in India. New Delhi: Light and Life Publishers.
3. Chamber, R. (1983). Rural Development: Putting the Last First. London: Longman Group Ltd.
4. Chattapadhyaya, S. K. (1985). Tribal Institutions of Meghalaya, (ed). Guwahati: Spectrum Publications.
5. Constitution of India (1992). The Sixth Schedule: The Constitution Seventy Third Amendment Act.
6. Dalton, E. T. (1973). Tribal History of Eastern India. Delhi: Cosmo Publications.
7. Deogaokar, S.G. (1980). Administration for Rural Development in India. New Delhi: Concept Publishing Company.
8. Dubey, S. M. (1978). North East India, (ed). Delhi: Concept Publishing Company.

9. Durgesh, N. (1992). Rural Development Administration. New Delhi: Rawat Publications.
10. Gassah, L. S. (1997). Autonomous District Councils, (ed). New Delhi: Omsons Publications.
11. Hooja, R. (1987). Administrative Interventions in Rural Development. Joypur: Rawat Publications.
12. Inamdar, N. R. (1992). Development Administration in India. Joypur: Rawat Publications.
13. Karna, N., Gassah, L. S. & Thomas, C. J. (1997). Power to People in Meghalaya, (ed). New Delhi: Regency Publications.
14. Khanna, B. S. (1991). Rural Development in South Asia, India 1. New Delhi: Deep and Deep Publications.
15. Kothari, C.R. (1991). Rural Development in India: Retrospect and Prospect, Rural Development, (ed). Vol. 1. Strategy for Rural Development. New Delhi: Manak Publications Private Ltd.
16. Mackenzie, A. (1981). The North –East Frontier of India. Delhi: Mittal Publications,
17. Maheswari, S. R. (1985). Rural Development in India. New Delhi: Sage Publications.
18. Sangma, M. (1981). History and Culture of the Garos. New Delhi: Books Today Publishers.
19. Talukdar, A.C. (1987). Political Transition in the Grassroots in Tribal India. New Delhi: Omsons Publications.