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SOCIAL CAPITAL FORMATION AND COMMUNITY DEVELOPMENT: ROLE OF THIRD SECTOR ORGANIZATIONS

Introduction

Owing to its greater emphasis on collaborative and bottom-up strategies participatory mode of development is perceived to be an effective mode of developmental strategy to achieve integrated and inclusive growth. In this mode of development people are not merely seen as beneficiaries of the state policies rather perceived as active stakeholders who could readily shoulder responsibilities and extend possible support to the process of development. The society that promotes participatory community development tends to create not only an environment for mutual co-operation for the pursuit of collective goal but also a condition for social cohesion. Participatory mode of development increases the chances of formation of social capital in society which in turn makes the societal system robust. In a heterogeneous and complex society, it is believed that social capital fosters, facilitates and accelerates the pace of development by enhancing the socio-economic capabilities of the members. The greater socio-economic capability in turn yields wellbeing and overall development in the society. Therefore, the repository of social capital becomes instrumental to achieve integrated, inclusive and societal development.

The formation of social capital and the building up of a corpus of social capital in society however depend on a host of factors that include the nature of people's participation in the development process, effective social net-working, institutional efforts to mobilize the resources and above all a societal structure that permeates mutual trust, cooperation, fellow-feeling and social solidarity. In a welfare state though the role of the state towards the creation of social capital is pivotal, the contribution of non-state actors (civil society organizations) is no less significant. Third Sector Organizations (TSOs), which are independent of the state (the first sector) and the corporate (the second sector) respectively could play crucial role towards the creation of social capital through their people-centered developmental strategies such as awareness

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building measures, mobilization strategies and collaborative approach. Mustering people's support and ensuring their active involvement in the process of development, building up of people's institutions at grassroots level to carry forward their developmental initiatives and subsequently win over their trust and confidence are the key strategies which are deployed by TSO to ensure wider, greater and active participation of people. In a heterogeneous societal setup, the role of TSOs becomes all the more important due to the complex and diverse spectrum of population.

Against this backdrop the paper analyses the relevant theoretical perspectives to construe the social importance of TSOs. Drawing insights from the secondary sources it attempts to explain the rise, growth and importance of TSOs in the sphere of development. It explains how these organizations have contributed towards formation of social capital, and emerged as a potential social force to reckon with in the development domain. It presents the unique modes of intervention and strategy deployed by some of these organizations which have made their presence felt and created a niche in the domain of development in India.

Participatory Development

Participatory mode of development is believed to be a development approach where emphasis is given to bottom-up mode of development. The cornerstone of this approach is the 'people' and the people centric issues. Therefore, this mode of development is being perceived as an effective catalytic approach to achieve inclusive and integrated growth due to its increasing emphasis on sustained people's participation. The strength of this approach lies in its collective and collaborative strategies which set the pace for effective execution and implementation of development programmes, projects and schemes. That apart, people's surveillance provides an added advantage towards creating an effective monitoring mechanism which remains crucial for the outcome of the programmes. Hence, the participatory mode of development not only facilitates active people's participation but also ensures that the beneficiaries do not remain as mere passive recipients rather they become active agents who could readily take up the responsibilities to make the development process truly collaborative, thereby making it productive and result oriented. Besides creating these manifest effects, i.e. making the decision making authority accountable, participatory mode of development also creates the latent impact by making people realize about their responsibilities, roles and duties. These dual effects (manifest and latent) that stem from this mode of development tend to contribute towards a time bound, result oriented and holistic development. Therefore, participatory approach promotes, nurtures and ensures collectivism which becomes very significant for community development. 'Community development' is the manifestation of participatory approach where people get opportunities to identify their needs, problems

and priorities which in turn ensure their greater and active involvement in formulation, implementation and evaluation of the programmes meant for them. This, in a way ensures wider people's participation as it creates a platform for diverse spectrum of population particularly the deprived sections of the society to come together, participate and raise their voice. Hence, the ambit of participation is not restricted to merely a handful of persons such as elites. The wider participation in turn paves the way for true collective participation with shared responsibility and greater accountability. Wider people's participation at grassroots level potentially offers the creative solutions to otherwise unsolved problems by making use of indigenous knowledge base and by devising strategies which are locally viable. These strategies and the unique techniques which are adopted help addressing local problems effectively and further contribute towards bringing necessary modifications in the ensuing policies and programmes by giving due consideration to the local concerns and priorities. Therefore, this approach in a way tends to instill a sense of responsibility and accountability both on the decision making authorities and implementing agencies as well as on the recipients to foster for a time bound result.

Further, active engagement of people in the process of development leads to better mobilization of local resources and skills which subsequently increases the efficiency, effectiveness and sustainability of the schemes and programmes. When indigenous knowledge system, local needs and priorities (need based approach) taken into consideration and incorporated in the planning and design of the development schemes, it not only helps identifying the deserving lot to avail the benefits but also makes the development approach truly bottom-up oriented. The genuine identification of the beneficiaries restrains those who siphon off, misuse the resources and take undue advantage of the benefits. The more significant aspect of this approach therefore, is building up of a mechanism which enhances local capabilities and creates a sense of ownership and responsibility so that the objectives of the developmental plans and programmes taken up by the state are subsequently achieved.

To achieve the desired results and to make participatory development more effective there is a greater need for healthy state-community relationship. Midgeley (1986, cited in Roy, 2002) presents a four model framework on state and community participation. These are: i. the anticipatory mode where the involvement of community is minimal; ii. The manipulative mode where community is involved which is restricted to complete specific project; iii. The incremental mode where the involvement of communities becomes more pronounced as communities are gradually encouraged to give their inputs; iv. The participatory mode where there is active involvement of the people in development planning, monitoring and evaluation programmes of the state. In this mode people are considered as agents of change.

There has been renewed emphasis on this approach in India. The increasing significance attached to this mode of development can by and large be attributed to the lack of success emanating from top-down and centralized programmes of development as these programmes could not succeed in achieving the expected results. The development strategies of the past which 'in many cases made little or no difference to the lives of large segments of population, especially the poor, the women, the tribal and other vulnerable groups' can be attributed to the growing importance of this mode of development (Mathur, 1997: 53).

Though the participatory development approach is in vogue, scholars have cautioned that the success of this mode of development however, depends much on what we do (practice) rather than what can/should (ideas) be done. In other words, the objectives of the participatory development can be met if the approaches such as Participatory Rural Appraisal (PRA), Rapid Rural Appraisal (RRA) are executed effectively. While the novelty of participatory approach is well accepted and appreciated the success and effectiveness of it depends on the practice and implementation rather than on rhetoric (Mathur, 1997). It is here in this context, TSO as an agent of social change and development can play a significant role in facilitating and executing these approaches. TSOs could potentially translate the idea of participatory approach into practice especially at the grassroots level through their participatory approaches which provide ample scope and opportunity for the people to participate in the process of development.

TSOs as a Social Entity

After the state and the corporate, voluntary sector is perceived as the third important sector of the society which is poised to play a significant role along with other two sectors in the realm of development. Stemming from the domain of civil society these organizations are variously referred in the literature where different terms such as Voluntary Development Organizations (VDOs), Voluntary Organization (VOs), Action Groups (AGs), People's Organizations (POs), Non Governmental Organizations (NGOs) have been used. As these organizations stem from the third sector, they are also termed as TSOs. Thus one can observe the conceptual ambiguity that prevails in the voluntary sector which seems to have restrained scholars to offer a comprehensive definition for voluntary organization; instead there have been efforts to perceive these organizations through a set of characteristic features. Salamon and Anheier have identified five distinct characteristics to define voluntary organization. These are: i. they are organized i.e., they possess some institutional and organizational reality ii. they are private as they are institutionally separate from government iii. they are non-profit as they do not distribute profits to owners or directors iv. they are self governing as they control their own activities v. they are voluntary due to the spirit of voluntarism

and voluntary participation (Salamon and Anheier 1998). The typical characteristics that make this sector distinct include (i) less bureaucratic, hence less hierarchical (ii) spirit of voluntarism that creates a sense of motivation among its members to pursue the goal with firm commitment (iii) non-governmental and non-profit making in nature (iv) unique competencies for social service thus demonstrating the ability to reach out the people and obtain their support (v) capability to operate in remote and inaccessible areas particularly at the time of crisis such as natural calamities (vii) cost effectiveness, delivering goods and services at the grassroots level comparatively with less costs.

Perceiving voluntary organizations through diverse theoretical perspectives, scholars have analyzed the rise, growth and importance of these organizations. According to Oommen (1975:163) the rise of voluntary association into prominence can be perceived from two different dimensions and contexts. Firstly, the condition of 'dehumanization' resulted from the process of industrialization and urbanization which subsequently led to the disappearance of primary group relations in the society. Voluntary associations were being perceived as a potential social force to fill in the void created by the ensuing social change. The second condition was related to the power and domination. The rise of voluntary association could be perceived as a reaction to the concentration of power with a central-state authority system. Drawing insights from Tocqueville (1899) he argued that these voluntary associations are poised to be 'secondary powers' that set to play the role of the pressure groups and act as a deterrent to authoritarianism of central state. Voluntary associations are believed to be the essential instruments of pluralism as they could play a critical role in a democratic system by making citizen's influence possible on government (Prestheus, 1964, cited in Oommen, 1975:164). Pointing out the significance of voluntary organizations in development domain Korten (1989) (cited in Brett, 1993:27) considers it as primary institutional sector of human society alongside government and business. Beteille (2001:300) reflecting on the growing importance of NGOs asserted that last decade of the 20th century can rightly be called as 'decade of the NGOs'.

Of late, rise of these organizations has been phenomenal. There has been rapid growth of these organizations at different levels i.e., local, national and global. NGOs of different size and scope have grown and have made their presence felt in the domain of development. They have indeed created a niche in the sphere of development owing to their increasing involvement in the contemporary developmental issues ranging from welfare to environment. Their increasing involvement in the development domain has made scholars to ponder over diverse theoretical and empirical aspects. The role and importance of these organizations have been analyzed from different theoretical perspectives while empirical explorations have been made on the structural and functional aspects of these organizations.

In India too, there has been a phenomenal rise of this sector. The various factors that have contributed towards the proliferation of these organizations in India include the liberal democratic set up, vibrant and resilient civil society, multi ethnic social fabric and the rich legacy of voluntarism (Panda and Pattnaik 2005: 42). These favorable conditions not only have widened the scope and coverage for a burgeoning third sector but also helped these organizations to strive towards achieving their desired objectives. In India, the role of VOs assumes significance due to the enormous opportunity available for them to excel in the development domain. They have indeed emerged as catalysts to carry forward the welfare activities and bring collective well-being in the society and could be seen as an important channel through which inclusive growth and sustainable development could be sought. Stressing on the pivotal role that VOs could carry out Dhanagare (1988: 39) asserted that the rise and growth of action groups and their efforts towards welfare of the vulnerable sections of the society could be seen as the 'striking feature of contemporary social reality in India'. According to an estimate the number of non-profit organizations in India is 1.2 million. The non-profit sector in India involves 19.2 million people, many of them work on a voluntary basis which is equivalent to 2.7 million paid employees and 3.4 million full time volunteers with a total of 6.1 million (Srivastava and Tandon, 2005) which indicates that there has been steady rise of NGOs in India.

The role of these organizations is more pronounced at the grassroots level as people centered strategies deployed by them put them in advantageous position to articulate the localized problems better besides providing an added advantage to effectively execute and implement development plans. The macro issues such as environment protection, gender equality, reproductive health care, human rights, sustainable development, etc. are better pursued and executed at micro level. These developmental schemes are routed through the grassroots organizations which establish the crucial link between the macro and micro planning and vigorously pursue participatory approaches in community development thus making them formidable entities in the domain of development. Though these grassroots initiatives have acquired relevance and their mode of development approach can be seen as an alternative approach to rural development in India, its effectiveness and success however depend much on the support provided by macro initiatives (Sheth, 1984).

Perceiving the Role of TSOs

The TSOs deploy diverse strategies to meet their objectives. Scholars have analyzed and examined roles, strategies and approaches of TSO from the vantage point of diverse theoretical orientations. Let us analyze some of the relevant theoretical and analytical approaches which have been formulated and articulated by the scholars in order to develop a critical understanding on the functional importance of TSOs.

Korten (1990) formulated four generation strategies model to perceive diverse strategies of development oriented NGOs. These four generation strategies emphasized four distinct approaches of their intervention in development domain. Generation I focuses on strategies which are devised to deliver services; it explains how NGOs through their effective delivery mechanisms provide critical services at the time of crisis such as natural disaster. Thus, primarily generation I is centered on issues relating relief and welfare. Generation II places emphasis on community development. In Generation II strategy the role of NGOs is not confined merely to the role of the doer rather to the role of the mobilizer wherein diverse strategies are employed by these organizations towards mobilization of people. The NGOs play the role of the pressure group through their mobilization strategy and collective action approach and subsequently make the decision making bodies accountable. Generation III advocates for the wider scope which goes beyond NGOs' role towards an individual community. They try to reach out the wider population and in the process bring change in the society. Generation IV focuses on activism. By forging networks, mobilization of the resources and effective leadership, NGOs play a leading role in translating the mobilization of people to people's movements.

Pointing out the importance of government vis-à-vis NGO sector Lester M. Salamon (1987) advocates that both NGO sector and the government need to play their respective roles in society as one sector's limitation could be other sector's strength. Therefore, instead of perceiving NGOs' role from a narrow lens i.e., confining the role of voluntary sector merely as a residual response to failures of government and the market, it should be seen as 'the preferred mechanism' for providing collective goods, with government assuming the residual role. Conversely, when the NGO sector fails to deliver, role of the government becomes significant as it takes corrective measures to rectify 'voluntary failures'. Articulating possible failures on the part of the NGOs, Salamon formulates four likely failures which pave the way for government intervention and justifies its involvement. These are:

> Philanthropic insufficiency: This is related to the ability of NGOs to generate resources to address community needs adequately. It is important for NGOs to generate material as well as non-material resources and utilize these judiciously to effectively carry out their activities and to meet their objectives.

Philanthropic particularism: This condition relates to the nature and scope of VOs. It highlights how at times these organizations narrow down their scope and address issues specific to an interest group. The tendency of VOs to focus only on particular sub-groups implies to the parochial attitude of these organizations which restricts their coverage where some get left out and unattended.

Philanthropic paternalism: This is the extension of philanthropic particularism which addresses the control exercised by a few over the resources

of NGOs. This subsequently leads to biasness as those in control of resources tend to determine the nature and course of voluntary sector. The voluntarism thus gets circumscribed affecting the spirit of voluntaristic altruism.

Philanthropic amateurism: This problem relates to the voluntary sector's association with amateur approaches to address human problems which in a way affects the effectiveness of NGOs. What is needed is the professional service provision with trained workers and counselors in this sector. The growing competitiveness in the NGO sector, rising expectation of the public at large from this sector exert enormous pressure on these organizations to remain as a formidable social force. To meet these expectations they need to become professional and competitive.

Apart from pointing out possible drawbacks of NGO sector vis-a-vis government, Salamon (1987) articulates that there is a need for the meaningful collaboration between these two sectors.

According to Salmon (1987:113) "potentially, at least, government is in a position to generate more reliable stream of resources, to set priorities on the basis of a democratic political process instead of the wishes of the wealthy to offset part of the paternalism of the charitable system by making access to care a right instead of a privilege, and to improve the quality of care by instituting quality-control standards. By the same token, however, voluntary organizations can personalize the provisions of services, operate on a smaller scale than government bureaucracies, reduce the scale of public institutions needed, adjust care to the needs of clients rather than to the structure of government agencies and permit a degree of competition among service providers".

Kramer (1987:242) in his role framework for NGOs has identified four important organizational roles of NGOs. These are: vanguard, improvers or advocates, value guardians and service providers.

The vanguard role: Voluntary agencies innovate and pioneer unique strategies to realize their objectives and demonstrate their ability to carry out services effectively. The innovative thoughts and ideas not only help them to look at the prevailing problems critically but also search for their possible solutions.

The advocate role: Voluntary agencies act as pressure groups, serve as critics and remain watchful to exert pressure on the government to deliver the goods. Their timely intervention brings necessary changes in the policies, programmes and strategies of the decision making bodies. Apart from the role of the pressure group they also extend their support, expertise and service to the government agencies as and when desired.

The value guardian role: Voluntary agencies are expected to promote citizen participation, develop leadership and protect the interests of social,

religious, cultural and other minority groups. As they target the holistic and inclusive development, they promote community development and seek wider and active participation of people.

The service provider role: This is the most important role for NGOs. As a civil society organization onus lies with them to reach out the poor and make their delivery mechanisms robust. They are also expected to provide cost effective services besides winning the trust and confidence of the people.

TSOs and Formation of Social Capital

The term social capital has gained enormous currency and has been debated and analyzed by the scholars cutting across disciplines. The notion social capital has been defined differently. According to Putnam (1993 cited in Robinson *et.al.* 2002) social capital can be construed as features of social organizations such as trust, norms and networks that can improve the efficiency of society by facilitating coordinated actions. Social capital fosters reciprocity; it facilitates information flows for mutual benefit and creates trust. Cooperation and collective well-being are other attributes attributed in Putnam's definition (Gupta *et. al.* 2008). Coleman (1990 cited in Robinson *et.al.* 2002) defines social capital as the combination of different entities having two characteristics in common such as some aspect of social structure and the ability to facilitate certain actions of individuals within the structure. The various entities include obligations, expectations, trust, and information flows embedded in a social structure. Highlighting the importance of network to analyze social capital, Bourdieu articulates that social capital as a form of networks which is essentially related to the cultural and financial capital possessed by other people in the network. Social capital becomes valuable because it offers access to other forms of capital (Bourdieu, 1997 cited in Sengupta, 2010: 325). "Social capital enhances the benefits of investment in physical and human capital" (Putnam 1993 cited in John and Chathukulm, 2002: 1939).

A society prospers with strong associational life, sustained and robust community participation with a collective decision making system. Social capital therefore, as a crucial component of 'development' fosters the process of development besides accelerating the pace of development. The application of social capital is found in different areas of study such as regional development, organization and entrepreneurship (Sengupta, 2010). Scholars have examined significance of social capital in the context of regional development or in the context of organization and explain how it helps in bringing cohesion, collaboration with a group or across groups. It is being perceived as the mechanism through which institutions for development are created which in turn can determine the sustainability of the development process and aim at fostering and achieving development at local levels (Chopra, 2002:2911, cited in D'Silva and Pai, 2003). Hence, a repository of social capital

becomes very significant as it helps achieving societal and community development by bringing qualitative improvement and wellbeing of the individuals.

Participatory mode of development creates necessary condition for social capital formation. The active people's participation subsequently creates spiral effect and leads to healthy growth of social capital that emanates from greater people's participation, effective net-working, mutual trust and social solidarity.

There have been institutional efforts to promote social capital. Apart from the state, non-state actors too have contributed towards building up of social capital. The constituents of civil society (civil society organizations) tend to play a significant role in the societal and community development and perform various key functions ranging from welfare activities to advocacy. Highlighting the significance of Non-Profit Organization towards the formation of social capital Weisbrod (1986) (cited in Clemente *et. al.* 2008) argued that a very significant group of organizations exists to provide public services that the state is unable to offer for one reason or another. The growing literature on social capital considers associationism (participation in non-profit organization) as a key indicator of social capital. Through the application of diverse mode of strategies such as devising innovative approaches, establishing the linkage with other sectors, forging net-works with like-minded organizations; the civil society organizations such as TSOs are poised to contribute towards social change and transformation in the society.

In India many such organizations have demonstrated their abilities in raising developmental concerns with their nuanced approaches. They have developed innovative strategies to redress various developmental problems and in the process promoted participatory community development. Greater participation of people in the developmental programmes is one of the dominant features of TSOs. This feature of TSOs distinguishes them sharply from the top down approach of development. These organizations deploy people centered strategies to win their trust and confidence and perform diverse roles such as service provider, advocacy and have emerged as a potential social force and gained legitimacy from diverse quarters including the government. TSOs also resort to the formation of various community organizations which subsequently play important role towards sustenance of community development. These community organizations in different forms such as self help groups (SHGs), youth clubs, women's group, forest protection group, etc. formed to serve specific purpose and safeguard specific interests. These groups through their collective endeavors take up issues such as micro finance, entrepreneurship, women empowerment, environment protection, etc. that directly concern the people. Therefore, participatory approaches of TSOs facilitate wider participation of people; create conditions for formation of community organizations which gives further leverage to win the trust and confidence of

the people for a sustained community development. This unique competency of the VOs helps fomenting social solidarity among the people, promotes bottom-up development approach which in turn paves the way for the creation of social capital. Community development approach and the creation of social capital are considered as two viable mechanisms at the grassroots level which are initiated by TSOs to overcome the inherent bottlenecks in the areas of their operation.

Cases of TSO's Intervention

The successful intervention of TSOs in the development domain of India has been examined and documented by scholars. Drawing reference from the literature, the unique and successful interventions of some of these organizations have been presented. The approaches, strategies of some of the TSOs have been highlighted to examine their transformative roles in diverse fields of development such as literacy, education, livelihood generation, village development. It analyses how these organizations have brought dividend in the society through their unique and innovative strategies.

Education has been described as an important means of building social capital in a society. It provides socialization and creates common values and ideas (Fukuyama, 2001 cited in D'Silva and Pai, 2003). Chaudhury (2012) has empirically observed the contributions of NGOs in the sphere of education in the state of Jharkhand and explained how these organizations have become instrumental towards the formation of social capital. Analyzing the efforts made by NGOs in the domain of primary education the scholar explains how they have emerged as a potential force to reckon with as government policies and programmes on education have not been able to obtain desired results. They have emerged as viable supportive agencies and have been able to identify the areas which need serious administrative introspection for the educational attainment of tribal children. The problematic issues such as late enrolment of children in the school, syllabus, distance of the school to commute, poverty, etc. need systematic and greater attention of the authorities. The NGOs through their mobilization programmes have mustered support from the people, forged net-works and created awareness to strike a chord with the community. Stressing on the importance of primary education and the role imparted by schools, they have espoused a strong and durable collaborative approach by establishing rapport with different stakeholders such as civil society organizations, government and the community. The intervention of NGOs to a great extent has brought down the dropout rates.

The intervention of Bharat Gyan Vigyan Samiti (BGVS) is another example of innovative strategy which shows the competency of TSOs to achieve social development through literacy campaign. Based on its dual approaches such as target oriented approach and the mass campaign approach BGVS has been able to devise an effective literacy campaign. A blend of voluntarism and

altruism and professionalism in the application of its programmes has made it a distinct interventionist agency in this domain. The literacy campaigns of BGVS have been perceived through four phases i.e., preparatory, teaching/ learning, post-literacy and continuing phase implying the systematic approach and meticulous planning. With its Resource Mapping Programmes (RMP) and SHG formations, it has given primary importance to participatory approach which is believed to be a key strategy to strive towards a sustainable society. A creative use of culture in its campaign is another innovative strategy taken up by it which is visible in their activities. The initiatives taken towards formation of *kalajathas* (cultural caravans) could be seen as an effective strategy to blend culture with development. These *jathas* have become instrumental in mobilizing and reaching out the people at the grassroots. The BGVS has made sincere efforts to inculcate new ideas and values among the children and in the process created critical social awareness among the adults. In addition, various socio-cultural events such as children's science festivals, creative competitions, science picnics, exhibitions and learning festivals in the villages have been organized by BGVS to nurture the creative faculty of children. Besides, it has also raised various rights based issues such as Right to Food, Right to Education, etc. at the macro level to draw the attention of decision making authorities to take appropriate decisions (Saldanha, 2010).

Another instance of TSO's effort towards the creation of social capital is evident in the initiatives made by BASIX, an Indian finance and livelihood promotion group led by a holding company, Bhartiya Samruddhi Investments and Consulting Services Limited (BASICS Ltd.) which has devised innovative strategies to generate livelihoods for the poor. As a new generation livelihoods institution it has developed a unique approach of intertwining financial, agricultural, livestock, business, and institutional development services to promote sustainable employment and income primarily for the rural poor and women (Harper, *et.al* 2012). Five different forms of capital such as physical (basic infrastructure, communications, energy and equipment), social (family, friends and community, external links, security, and justice) human (health, education, knowledge and skills), natural (land, air, water and other natural resources) and financial (savings, credit, remittances and insurance) that people need to have adequate and sustainable livelihoods have been identified and their integration is sought to attain sustainable livelihood framework (ibid. 76).

The transformative change in Ralegaon Siddhi is another example of voluntarism where dedicated and concerted efforts of people have brought the dividends. Ralegaon Siddhi, the village located in drought-prone Parner *taluka* of Ahmednagar district of Maharashtra was turned into a model village by the sheer effort of the people ably guided by the committed leadership of Anna Hazare. The collective force and the voluntary efforts of the people coupled with the able leadership were instrumental in integrating the economic

development with the idea of egalitarian and ethical society (Awasthi, 1998). The contributions made by the people in the form of voluntary physical labour, upholding the moral fabric of the village, putting emphasis on the growth and equity to eradicate social discrimination were some of the key features that turned the village into a model village. The developmental initiatives which were undertaken in the village that made the village socio-economically better off include watershed development, drinking water, grain bank, campaign against alcoholism, collective marriages and abolition of dowry, superstitions, women status subsequently bringing a durable and sustainable impact on development and growth (Awasthi, 1998).

SEWA is a glaring example of self motivation routed through collective action which has brought qualitative change in the life of many. With the objective of generating full employment opportunity at micro level, it targets to achieve self-reliance for all its members. Realizing the financial hurdle and lack of credit facilities which came on the way of self employment, it took the initiative to establish SEWA bank to address this imminent problem. Subsequently Shri Mahila SEWA Sahakari Bank Ltd. was established. Providing the banking services to the poor, illiterate and the self employed women, the SEWA bank has provided the safe place for poor women to deposit their hard earned savings and widened the scope for collective participation and helped attaining collective strength and empowerment (Bhatt, 1998). Today, it has turned into SEWA movement giving new hope and aspirations to those who eke out their livelihoods from informal sector.

Conclusion

Employing bottom-up approach and delving into community development strategies TSOs tend to muster people's support, mobilize the resources and generate a sense of ownership among the people at grassroots and galvanize community participation in the development process thereby making the process of development participatory. In their effort to make the development approach participatory i.e., making the development not merely for the people but also with the people, these organizations deploy diverse strategies such as formation of SHGs, creation of community organizations and formation of effective net-works thereby making a conscious and concerted effort to make the process of development enduring, inclusive and people centric. Through the people centric approaches TSOs create a pool of social capital in the society. The creation of social capital in turn creates a spiral effect that helps establishing mutual trust, confidence and solidarity among the people. This subsequently helps attaining greater community participation in the process of development and creates conditions for a sustained and inclusive growth. Devising innovative methods, instilling a sense of self belief through voluntarism TSOs in India have shown their ability to translate their ideas into practice for greater well being of the people. Some TSOs have set

the benchmark for others to follow in the key areas of development such as literacy and education, microfinance and women empowerment, sustainable livelihood generation. They have demonstrated their commitment and tenacity towards achieving social development through social capital formation and effective implementation of their strategies and programmes. They have indeed created a niche in the development domain and have been able to win the trust and confidence of the people at the place of their operation as evident in BASICS, SEWA, BGVS and Ralegan Sidhi. They have emerged as catalytic force behind the formation of social capital which is indeed a crucial mechanism to promote, sustain and achieve participatory community development.

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