

CONTRIBUTION OF NON-GOVERNMENTAL ORGANIZATIONS TO RURAL DEVELOPMENT AND COMMUNITY EMPOWERMENT: EVIDENCE FROM NUAPADA DISTRICT OF ODISHA

Mr. Mukesh Kumar Raut¹, Dr. Anita Samal²

¹Research Scholar, Department of Political Science, Kalinga University, Raipur, Chhattisgarh, India

²Professor, Department of Political Science, Kalinga University, Raipur, Chhattisgarh, India

Abstract :

Rural development remains a fundamental objective of socio-economic planning in India, particularly in economically disadvantaged regions where poverty, unemployment, inadequate healthcare, educational disparities, and agricultural vulnerability continue to hinder sustainable development. While the Government of India has introduced numerous rural development programmes, the participation of Non-Governmental Organizations (NGOs) has become increasingly significant in ensuring effective implementation, community participation, and inclusive development. NGOs function as important development partners by mobilizing local communities, strengthening institutional capacities, promoting sustainable livelihoods, and facilitating access to government welfare programmes.

The present study examines the contribution of six prominent NGOs—**Lokadrusti, Society for Rural Upliftment & Socio Technological Initiative (SRUSTI), Holy Home, People Awareness for the Rural Development Agency (PARDA), Knowhow to Grass-Root New Technique (KGNT), and Council of Professional Social Workers (CPSW)**—towards rural development and community empowerment in Nuapada District of Odisha. The district has historically experienced persistent poverty, seasonal migration, recurrent droughts, inadequate irrigation, and limited employment opportunities, making it an important area for examining the role of civil society organizations in grassroots development. The study adopts a descriptive research design based on both primary and secondary sources of data. Primary information was collected through field visits, interviews with NGO functionaries and beneficiaries, and direct observation of development activities. Secondary data were obtained from annual reports of the selected NGOs, government publications, books, journal articles, organizational records, and policy documents.

The findings indicate that the selected NGOs have made substantial contributions in the fields of education, healthcare, sustainable agriculture, livelihood promotion, women empowerment, digital literacy, disability rehabilitation, environmental conservation, and community participation. Their interventions have complemented government initiatives while encouraging participatory development and strengthening local institutions. However, challenges such as limited financial resources, climate variability, shortage of trained manpower, and administrative constraints continue to affect the sustainability of development programmes. The study concludes that stronger collaboration among NGOs, government agencies, Panchayati Raj Institutions, and local communities is essential for promoting inclusive and sustainable rural development in backward districts such as Nuapada.

Keywords: Non-Governmental Organizations (NGOs), Rural Development, Community Empowerment, Participatory Development, Sustainable Livelihoods, Nuapada District, Odisha.

I. INTRODUCTION

Rural development occupies a central position in India's development agenda because nearly two-thirds of the country's population continues to reside in rural areas and depends largely on agriculture and allied activities for livelihood. Rural development is no longer confined to agricultural production alone; rather, it encompasses improvements in education, healthcare, sanitation, drinking water, infrastructure, livelihood opportunities, environmental sustainability, women's empowerment, social justice, and institutional development. The objective of rural development is to improve the quality of life of rural communities through inclusive economic growth and equitable access to resources and public services. Since Independence, successive governments have implemented numerous programmes aimed at reducing rural poverty and promoting socio-economic development. Major initiatives such as the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA), National Rural Livelihood Mission (NRLM), Pradhan Mantri Awas Yojana-Gramin (PMAY-G), Jal Jeevan Mission, National Health Mission (NHM), and various agricultural development programmes have contributed significantly to improving rural infrastructure and welfare. Nevertheless, regional

disparities continue to persist, particularly in drought-prone and economically backward districts where inadequate infrastructure, limited employment opportunities, and low agricultural productivity remain major developmental concerns.

In this context, Non-Governmental Organizations (NGOs) have emerged as important partners in the development process. Unlike conventional administrative institutions, NGOs maintain close interaction with local communities and adopt participatory approaches that encourage people to identify their own needs, participate in decision-making, and contribute to programme implementation. Their flexibility, community orientation, and grassroots presence enable them to respond effectively to local developmental challenges while complementing government initiatives.

During the last four decades, NGOs have expanded their interventions across diverse sectors including education, healthcare, women empowerment, livelihood promotion, natural resource management, sustainable agriculture, disability rehabilitation, child welfare, environmental conservation, skill development, and digital literacy. Their emphasis on community participation and capacity building has strengthened local institutions and promoted self-reliance among rural communities. Consequently, NGOs are increasingly recognized as important stakeholders in achieving the Sustainable Development Goals (SDGs), particularly those relating to poverty reduction, quality education, gender equality, decent work, and reduced inequalities. Odisha has a vibrant voluntary sector that has contributed significantly to rural transformation, particularly in tribal and economically backward regions. Several NGOs have worked in partnership with government departments, donor agencies, Panchayati Raj Institutions, and community-based organizations to implement programmes relating to livelihood promotion, watershed development, women empowerment, education, healthcare, and climate-resilient agriculture. Their interventions have been particularly significant in western Odisha, where recurrent droughts, migration, and poverty continue to affect rural livelihoods.

Nuapada District, located in the western part of Odisha, shares its border with Chhattisgarh and is predominantly rural in character. Agriculture remains the principal occupation of the majority of households; however, farming is largely rain-fed and vulnerable to climatic uncertainties. Frequent droughts, declining agricultural productivity, fragmented landholdings, inadequate irrigation facilities, seasonal migration, unemployment, and limited industrial development have constrained the district's socio-economic progress. These challenges disproportionately affect vulnerable sections of society, including Scheduled Tribes, Scheduled Castes, women, children, elderly persons, and persons with disabilities.

Several NGOs have been actively working in Nuapada District to address these developmental challenges through community-based interventions. Organizations such as **Lokadrusti, SRUSTI, Holy Home, PARDA, KGNT, and CPSW** have implemented programmes in education, healthcare, sustainable agriculture, livelihood promotion, women empowerment, digital literacy, environmental conservation, disability rehabilitation, and institutional capacity building. Although these organizations differ in their thematic priorities, they share a common objective of promoting participatory and sustainable rural development. Despite the increasing contribution of NGOs to rural development, systematic studies examining their collective role in Nuapada District remain limited. Existing literature primarily focuses on national or state-level perspectives, while district-level empirical studies are comparatively scarce. The present study seeks to bridge this gap by analysing the contributions of six selected NGOs operating in Nuapada District. It examines their major developmental interventions, assesses their role in improving the socio-economic conditions of rural communities, identifies the challenges they encounter, and suggests policy measures for strengthening NGO-government collaboration.

The study is significant because it provides empirical evidence on the role of civil society organizations in promoting inclusive rural development in one of Odisha's socio-economically disadvantaged districts. The findings are expected to contribute to academic discourse on participatory development while providing useful insights for policymakers, researchers, development practitioners, and voluntary organizations working towards sustainable rural transformation.

Contribution of the Study

The present study contributes to the existing literature by providing a comparative district-level analysis of six Non-Governmental Organizations working in Nuapada District of Odisha. Unlike earlier studies that primarily examine NGO interventions from national or state perspectives, this research is based on field observations, interviews, and documentary analysis. It provides empirical insights into how NGOs with diverse thematic priorities collectively promote education, healthcare, sustainable agriculture, livelihood promotion, women empowerment, digital literacy, and community participation. The findings are expected to assist researchers, policymakers, and development practitioners in strengthening collaborative approaches to rural development.

II. LITERATURE REVIEW

The role of Non-Governmental Organizations (NGOs) in rural development has attracted considerable scholarly attention because of their ability to complement government initiatives through community participation, innovation, and grassroots engagement. Unlike government institutions, NGOs generally adopt flexible and participatory approaches that enable them to respond effectively to local developmental challenges.

Korten (1990) argued that NGOs should move beyond welfare-oriented activities and focus on empowering communities through participatory development. According to him, sustainable development depends on strengthening people's capacity to identify problems, mobilize local resources, and participate in decision-making.

Similarly, **Chambers (1997)** emphasized the importance of participatory rural appraisal (PRA) and advocated a "bottom-up" approach in which rural communities become active participants rather than passive beneficiaries. His work significantly influenced development planning and NGO interventions across developing countries.

Edwards and Hulme (1996) observed that NGOs have become important development actors because of their ability to promote social inclusion, strengthen local institutions, and improve service delivery. However, they also highlighted concerns regarding financial sustainability, institutional accountability, and organizational capacity.

In the Indian context, **Desai (2005)** noted that NGOs have played an important role in poverty alleviation, education, healthcare, women's empowerment, environmental conservation, and livelihood promotion. Their close interaction with rural communities enables them to identify local needs more effectively than centralized administrative institutions.

Studies on women empowerment have consistently demonstrated that NGO-led Self-Help Groups (SHGs), vocational training, financial literacy programmes, and entrepreneurship development contribute significantly to improving women's socio-economic status. Similarly, research on sustainable agriculture indicates that NGO interventions in watershed development, organic farming, integrated farming systems, and natural resource management have strengthened rural livelihoods while promoting environmental sustainability.

Recent literature has also emphasized the role of NGOs in achieving the **Sustainable Development Goals (SDGs)**. According to the **United Nations Development Programme (UNDP, 2023)** and **NITI Aayog (2024)**, civil society organizations contribute substantially to poverty reduction, quality education, gender equality, climate action, and institutional development through localized development interventions.

In Odisha, several studies have documented NGO contributions to tribal development, livelihood promotion, watershed management, disaster preparedness, disability rehabilitation, millet promotion, and women empowerment. However, district-level empirical studies examining the collective contribution of NGOs remain limited, particularly in western Odisha.

Although organizations such as Lokadrusti, PARDA, Holy Home, KGNT, SRUSTI, and CPSW have implemented significant rural development programmes in Nuapada District over several decades, comprehensive academic studies evaluating their collective contribution are scarce. Most existing studies either focus on individual organizations or discuss NGO interventions at the state level without providing comparative district-level analysis. The present study seeks to address this research gap through field-based investigation.

III. RESEARCH GAP

The review of available literature indicates that considerable research has been conducted on the role of NGOs in rural development at national and state levels. However, very limited research specifically examines the contribution of NGOs operating in **Nuapada District of Odisha**.

Most previous studies discuss NGO activities in broad terms without comparatively analysing organizations working within the same geographical context. Furthermore, empirical evidence regarding their contribution to education, healthcare, livelihood promotion, sustainable agriculture, women empowerment, digital literacy, and community participation in Nuapada District remains inadequate.

The present study attempts to bridge this gap by examining the developmental interventions of six major NGOs through field observations, interviews, and secondary data analysis.

IV. OBJECTIVES OF THE STUDY

The study has been undertaken with the following objectives:

1. To examine the contribution of selected NGOs towards rural development in Nuapada District.
2. To analyse the role of NGOs in education, healthcare, sustainable agriculture, livelihood promotion, women empowerment, and community empowerment.
3. To assess the effectiveness of NGO interventions in improving socio-economic conditions of rural communities.
4. To identify the major challenges encountered by NGOs during programme implementation.
5. To suggest policy measures for strengthening NGO-government collaboration in rural development.

V. RESEARCH METHODOLOGY

The present study adopts a **descriptive research design** supported by a qualitative research approach to examine the contribution of selected Non-Governmental Organizations (NGOs) towards rural development and community empowerment in Nuapada District of Odisha. A descriptive design was considered appropriate because it facilitates a systematic understanding of the nature, scope, and impact of NGO interventions in addressing socio-economic challenges at the grassroots level. The qualitative approach enabled an in-depth analysis of organizational activities, community participation, and the perceived outcomes of development programmes.

5.1 Study Area

The study was conducted in **Nuapada District**, located in the western part of Odisha. The district was purposively selected because of its socio-economic characteristics and the active presence of voluntary organizations implementing rural development programmes. Agriculture is the principal occupation of the majority of the rural population; however, inadequate irrigation facilities, recurrent droughts, seasonal migration, unemployment, and poverty continue to pose significant developmental challenges. These conditions make Nuapada an appropriate setting for examining the role of NGOs in promoting inclusive and sustainable rural development.

5.2 Selection of NGOs

Six NGOs—**Lokadrusti, SRUSTI, Holy Home, PARDA, KGNT, and Council of Professional Social Workers (CPSW)**—were purposively selected for the study based on their long-standing engagement in rural development and their diverse interventions in education, healthcare, sustainable agriculture, livelihood promotion, women empowerment, digital literacy, disability rehabilitation, and community development.

The major findings emerging from the thematic analysis are summarized in Table 1.

Table 1. Selected NGOs Included in the Study

NGO	Year of Establishment	Major Areas of Intervention
Lokadrusti	1988	Rural development, education, livelihood promotion, natural resource management, tribal development
SRUSTI	1995	Open and Distance Learning, Self-Help Groups, Livelihood Promotion, Entrepreneurship
Holy Home	2000	Education, healthcare, child welfare, elderly care, community development
PARDA	2000	Sustainable agriculture, disability rehabilitation, nutrition, education, community awareness
KGNT	2001	Computer education, digital literacy, vocational training and skill development
CPSW	2013	Organic farming, millet promotion, watershed development, integrated farming

Source: Compiled by the researcher from official organizational records, annual reports, and field survey.

Note: The table summarizes the **principal thematic interventions** of each NGO. It does **not** imply that these organizations operate exclusively in one sector or in a single administrative block. Most organizations implement multiple programmes across different locations depending on project requirements.

5.3 Sources of Data and Data Collection

The study is based on both **primary and secondary sources of data**. Primary information was collected through field visits to the selected NGOs and their programme areas. Semi-structured interviews were conducted with office bearers, programme coordinators, field functionaries, beneficiaries, and community members to understand the nature of NGO interventions and their contribution to rural development. Direct observation of ongoing development activities and informal discussions with local stakeholders further supplemented the primary data and enabled a better understanding of community participation and programme implementation.

The primary and secondary information collected from different sources was carefully examined and cross-verified through data triangulation to improve the reliability and validity of the findings. **The field investigation was conducted during 2025–26** through field visits to the selected NGOs and their programme areas. Semi-structured interviews with NGO officials, programme coordinators, field functionaries, beneficiaries, and community representatives were undertaken to obtain comprehensive insights into the implementation of development programmes and their contribution to rural development and community empowerment.

5.4 Method of Analysis

The collected data were analysed using **descriptive qualitative analysis**. Information gathered from interviews, field observations, and documentary sources was systematically organized into major thematic areas, including education, healthcare, sustainable agriculture, livelihood promotion, women empowerment, digital literacy, environmental conservation, and community participation. Comparative analysis was subsequently employed to identify common patterns, thematic differences, and the overall contribution of the selected NGOs towards rural development and community empowerment in Nuapada District. The interpretation of the findings was supported by relevant theoretical perspectives and existing literature on participatory rural development and the role of Non-Governmental Organizations.

VI. RESULTS AND DISCUSSION

The findings of the study indicate that the selected NGOs have made significant contributions to rural development in Nuapada District through interventions in education, healthcare, sustainable agriculture, livelihood promotion, women empowerment, digital literacy, and community participation. Although each organization has its own institutional objectives and programme

priorities, their collective efforts have complemented government initiatives by addressing local developmental challenges through participatory and community-centred approaches. The analysis further reveals that the effectiveness of NGO interventions depends largely on community participation, institutional collaboration, and the responsiveness of programmes to local socio-economic conditions.

6.1 Contribution to Educational Development

Education emerged as one of the important areas of NGO intervention. The field study indicates that the selected organizations have contributed to educational development through formal education, community awareness programmes, vocational education, and digital learning initiatives. These interventions have not only improved access to education but have also promoted educational awareness among economically and socially disadvantaged communities.

Holy Home has contributed through educational institutions, child welfare programmes, and awareness campaigns focusing on child rights, health, sanitation, and nutrition. KGNT has strengthened educational development by providing computer education, digital literacy, and vocational training to rural youth, thereby improving their employability and access to technology-based learning opportunities. Lokadrusti has promoted educational awareness through community mobilization, leadership development, and capacity-building programmes, while PARDA has supported educational inclusion through awareness campaigns and community-based educational initiatives.

Field interactions suggest that NGO interventions have complemented government educational programmes by creating awareness among parents, encouraging school participation, and improving access to skill-oriented education, particularly among vulnerable groups.

6.2 Contribution to Healthcare and Social Welfare

Healthcare continues to remain an important development concern in Nuapada District due to inadequate medical infrastructure, poor nutritional status, and limited awareness regarding preventive healthcare. The study reveals that NGOs have addressed these issues primarily through awareness generation, community outreach, preventive healthcare initiatives, and rehabilitation services.

Holy Home has organized health camps, medical awareness programmes, child welfare initiatives, and community health outreach activities that have improved public awareness regarding health and hygiene. PARDA has focused on disability rehabilitation, nutrition programmes, counselling services, and facilitating access to government welfare schemes for persons with disabilities. Health awareness has also been integrated into the activities of SRUSTI through programmes on maternal health, nutrition, menstrual hygiene, and family welfare conducted among women's groups.

Interviews with beneficiaries and NGO representatives revealed that healthcare interventions undertaken by the selected NGOs improved awareness regarding personal hygiene, preventive healthcare, nutrition, maternal and child health, and access to basic health services. Respondents further indicated that medical camps and community awareness programmes complemented government healthcare initiatives, particularly in remote rural areas where access to healthcare facilities remains limited.

6.3 Contribution to Sustainable Agriculture and Livelihood Promotion

Agriculture remains the principal occupation of the majority of households in Nuapada District. However, dependence on monsoon rainfall, inadequate irrigation facilities, declining soil fertility, and climate variability continue to affect agricultural productivity and household income. The study found that NGOs have promoted sustainable agricultural practices as an important strategy for improving livelihood security.

CPSW has undertaken initiatives relating to organic farming, millet promotion, watershed development, integrated farming systems, and natural resource conservation. PARDA has promoted integrated farming, nutritional gardens, water conservation, and farmer capacity-building programmes aimed at strengthening sustainable agriculture. Lokadrusti has encouraged community participation in natural resource management and livelihood diversification through awareness programmes and institutional strengthening.

Field observations and discussions with farmers suggested that these interventions encouraged the adoption of environmentally sustainable agricultural practices while improving awareness regarding climate-resilient farming.

6.4 Women Empowerment and Community Development

Women's empowerment constitutes an important component of rural development because of its direct influence on household welfare, livelihood security, and community participation. The study found that NGO interventions have contributed significantly to strengthening women's socio-economic participation.

SRUSTI has promoted women empowerment through the formation and strengthening of Self-Help Groups, entrepreneurship development, financial literacy, and livelihood promotion. Holy Home has organized awareness programmes

relating to women's education, health, nutrition, and social welfare. PARDA and CPSW have encouraged women's participation in agricultural activities, livelihood programmes, and community-based organizations.

Interactions with beneficiaries suggest that participation in NGO programmes has enhanced women's confidence, improved awareness regarding government welfare schemes, and strengthened their involvement in household and community-level decision-making processes.

6.5 Digital Literacy and Skill Development

Rapid technological advancement has increased the importance of digital literacy in rural development. Among the selected organizations, KGNT has played a significant role in promoting computer education, vocational training, and digital literacy among rural youth. Training programmes conducted by the organization have enabled beneficiaries to acquire basic computer skills, access online services, and improve their employment opportunities.

The study indicates that digital literacy programmes have contributed to reducing the digital divide between rural and urban communities while enhancing access to information, education, and digital financial services.

6.6 Community Participation and Institutional Strengthening

One of the most significant findings of the study is the emphasis placed by all selected NGOs on community participation. Rather than implementing programmes through a purely top-down approach, the organizations actively involve community members in planning, implementation, and monitoring development activities. Village meetings, awareness campaigns, Self-Help Groups, farmer groups, youth organizations, and community-based institutions have served as important platforms for mobilizing local participation. The study suggests that such participatory approaches have strengthened programme ownership, improved transparency, and enhanced the sustainability of development interventions.

The principal findings emerging from the thematic analysis are summarized in Table 2.

Table 2. Summary of Major Findings of the Study

Development Sector	Major Findings
Education	NGO interventions improved educational awareness, access to skill development, and digital learning opportunities.
Healthcare	Health awareness programmes, medical camps, and rehabilitation services enhanced preventive healthcare among rural communities.
Sustainable Agriculture	Promotion of organic farming, integrated farming, watershed development, and natural resource management strengthened sustainable livelihoods.
Women Empowerment	Self-Help Groups, entrepreneurship, and financial literacy programmes increased women's participation in socio-economic activities.
Livelihood Promotion	Vocational education, agricultural diversification, and skill development contributed to income generation and livelihood security.
Community Participation	Participatory planning and community mobilisation improved programme ownership and sustainability.

Source: Compiled by the researcher based on field survey, annual reports, and official information of the selected NGOs.

6.7 Practical Implications

The findings of this study indicate that participatory development approaches adopted by NGOs can complement government programmes by improving community participation, strengthening local institutions, and enhancing livelihood opportunities. The study highlights the need for greater collaboration among NGOs, Panchayati Raj Institutions, and government departments to ensure sustainable implementation of rural development programmes. Expanding support for women's Self-Help Groups, sustainable agriculture, digital literacy, and skill development can further strengthen inclusive rural development in economically backward districts such as Nuapada.

VII. POLICY IMPLICATIONS

The findings of the present study have important implications for policymakers, development practitioners, and civil society organizations engaged in rural development. Based on the analysis, the following policy recommendations are proposed to strengthen the effectiveness and sustainability of NGO interventions in Nuapada District and similar socio-economic settings.

First, greater institutional collaboration should be encouraged between NGOs, government departments, Panchayati Raj Institutions, and local communities. Such partnerships can improve programme planning, avoid duplication of efforts, and ensure more efficient utilization of available resources.

Second, livelihood promotion programmes should be expanded through greater emphasis on sustainable agriculture, value addition, skill development, and rural entrepreneurship. Interventions relating to organic farming, millet cultivation, integrated farming systems, and Farmer Producer Organizations (FPOs) may enhance income opportunities while reducing seasonal migration.

Third, women empowerment initiatives should receive continued institutional and financial support. Strengthening Self-Help Groups (SHGs), promoting financial literacy, and improving access to entrepreneurship training and market linkages can contribute significantly to household income and community development.

Fourth, digital literacy and vocational education should be expanded to enable rural youth to access employment opportunities, digital services, and e-governance platforms. Strengthening digital inclusion will also improve access to information, financial services, and educational resources.

Finally, regular monitoring and evaluation of NGO programmes should be undertaken using measurable social and economic indicators. Evidence-based assessment will help improve programme effectiveness, strengthen accountability, and support informed policy decisions.

VIII. LIMITATIONS OF THE STUDY

Although the study provides useful insights into the contribution of selected NGOs towards rural development in Nuapada District, certain limitations should be acknowledged. The study is confined to six NGOs and therefore does not represent all voluntary organizations operating in Odisha. The findings are primarily based on qualitative information obtained through field visits, interviews, observations, and documentary sources. Consequently, the results reflect the experiences and perspectives of the selected organizations and respondents during the period of investigation. Future studies may adopt mixed-method approaches involving larger samples, quantitative impact assessment, and comparative analysis across multiple districts to generate broader empirical evidence.

IX. CONCLUSION

The present study examined the contribution of six selected NGOs—Lokadrusti, SRUSTI, Holy Home, PARDA, KGNT, and Council of Professional Social Workers (CPSW)—towards rural development and community empowerment in Nuapada District of Odisha. The findings demonstrate that NGOs have emerged as important partners in rural development by complementing government programmes and promoting participatory approaches to socio-economic transformation. The study reveals that the selected organizations have contributed significantly to educational development, healthcare awareness, sustainable agriculture, livelihood promotion, women empowerment, digital literacy, disability rehabilitation, and environmental conservation. Their interventions have strengthened community participation, enhanced institutional capacity, and improved access to development opportunities among vulnerable sections of society. The participatory approach adopted by these organizations has also encouraged local ownership and contributed to the sustainability of development initiatives.

The findings further indicate that despite their positive contributions, NGOs continue to encounter challenges such as limited financial resources, shortage of skilled human resources, climate-related vulnerabilities, and administrative constraints. Addressing these issues requires stronger coordination among NGOs, government agencies, Panchayati Raj Institutions, financial institutions, and local communities.

The study contributes to the understanding of grassroots development by demonstrating that NGOs play a complementary role in strengthening rural governance, promoting community participation, and improving access to development opportunities. The findings reinforce the importance of collaborative development models in achieving inclusive and sustainable rural transformation, particularly in socio-economically backward districts such as Nuapada.

REFERENCES

Bava, N. (1997). *NGOs in development*. Rawat Publications.

Census of India. (2011). *District census handbook: Nuapada*. Office of the Registrar General & Census Commissioner, India.

Council of Professional Social Workers (CPSW). (2024). *Annual report 2023–24*. Nuapada, Odisha.

Chambers, R. (1997). *Whose reality counts? Putting the first last*. Intermediate Technology Publications.

Desai, V. (2005). *Rural development: Issues and strategies*. Himalaya Publishing House.

Edwards, M., & Hulme, D. (1996). *Beyond the magic bullet: NGO performance and accountability in the post-Cold War world*. Earthscan Publications.

Government of India, Ministry of Agriculture & Farmers Welfare. (2023). *Annual report 2022–23*. Government of India.

- Government of India, Ministry of Rural Development. (2023). *Annual report 2022–23*. Government of India.
- Government of Odisha. (2023). *Odisha human development report*. Government of Odisha.
- Government of Odisha, Planning & Convergence Department. (2024). *Odisha economic survey 2023–24*. Government of Odisha.
- Holy Home. (2024). *Annual report 2023–24*. Nuapada, Odisha.
- Knowhow to Grass-Root New Technique (KGNT). (2024). *Annual report 2023–24*. Nuapada, Odisha.
- Korten, D. C. (1990). *Getting to the 21st century: Voluntary action and the global agenda*. Kumarian Press.
- Lokadrusti. (2024). *Annual report 2023–24*. Nuapada, Odisha.
- Ministry of Statistics & Programme Implementation. (2023). *National indicator framework for sustainable development goals*. Government of India.
- NABARD. (2023). *Annual report 2022–23*. National Bank for Agriculture and Rural Development.
- Narayan, D. (2002). *Empowerment and poverty reduction: A sourcebook*. World Bank.
- NITI Aayog. (2024). *SDG India index 2023–24*. Government of India.
- People Awareness for the Rural Development Agency (PARDA). (2024). *Annual report 2023–24*. Nuapada, Odisha.
- Sen, A. (1999). *Development as freedom*. Oxford University Press.
- Singh, K. (2009). *Rural development: Principles, policies and management*. Sage Publications.
- Society for Rural Upliftment & Socio Technological Initiative (SRUSTI). (2024). *Annual report 2023–24*. Nuapada, Odisha.
- United Nations. (2015). *Transforming our world: The 2030 agenda for sustainable development*. United Nations.
- United Nations Development Programme. (2024). *Human development report 2023/2024: Breaking the gridlock—Reimagining cooperation in a polarized world*. United Nations Development Programme.
- World Bank. (2024). *World development report 2024: The middle-income trap*. World Bank.

Copyright & License:

© Authors retain the copyright of this article. This work is published under the Creative Commons Attribution 4.0 International License (CC BY 4.0), permitting unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.