

## NON GOVERNMENT ORGANIZATIONS THROUGH RURAL DEVELOPMENT: A CASE STUDY OF RUDSETI

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“Rural development seeks to involve a process of transformation from traditionally oriented rural culture towards an acceptance and reliance on science and technology”. - **D.Ensminger**

“Instead of writing someone else’s account through wage employment, after three to five years of collegiate education, it is more meaningful to write one’s own account by embarking upon some self-employment”. **Dr. D. Veerendra Heggade**, President, RUDSET Institute.

### **Abstract:**

A Systematic study of rural social organizations structure, functions and development become pertinent to understand rural society. The multi-dimensional concept of rural development is based on the effective management of existing local resources and active people participation irrespective of any sort of Discrimination. Non-government organization today are involved in all areas like health, education, agriculture, rural development, poverty alleviation programmes, women empowerment, drug additions, rehabilitations, entrepreneurship, and self-employment training for youths. Several NGOs, Voluntary Organizations, Training Establishments such as Rural Development and Self-Employment Training Institutions (RUDSETIs) have been conducting customized and innovative skill-building training programs, Entrepreneurship Development programs (EDPs) which contribute to economic empowerment of women through self-employment. This paper studies various types of EDPs conducted at one of the RUDSETIs in India.

**Key words:** Rural development, Non-Government Organization, Self-employment, RUDSETI.

**Introduction:** The role of voluntary agencies (NGOs) in welfare and developmental activities is felt very much during the last two decades of the 21<sup>st</sup> century, especially in India. It is felt that the governmental efforts alone are not sufficient to achieve the gigantic task overall development, particularly in a social setting where a large majority of people are illiterate, ill fed, ignorant and poverty – stricken masses. In the initial years of independence, the state assumed the role of custodian constitutional obligation of the establishment of socialistic pattern of society with planned economic growth led grater intervention of state in economic and social fields. Self-employment refers persons who operated their own farm or non- farm enterprises or were engaged in independently in a profession or trade on own-account or with one or a few partners were treated as self-employed in household enterprises. The essential feature of the self-employed is that they have autonomy decide how, where, and when to produce and economics independence in respect of choice of market, scale of operation and finance for carrying out their

operation. The remuneration of the self-employed consists of a non-separable combination of two parts: a reward for their labour and profit of their enterprises. The combined remuneration is wholly determined by the revenue from scale after netting out value of purchased inputs in production.

**Objective:**

- To study the pattern of organizational structure of voluntary organization.
- To look at the relationship of NGOs with rural development.
- To create an awareness among youth on self-employment and entrepreneurship training for RUDSETI.

**Methodology:** This study was carried out on the basis of collection secondary data. Secondary data was collected from the institutions, which are directly related or indirectly with the voluntary sector.

**What is NGOs:** An Ngo is an independent, flexible, democratic, secular, non-profit people's organization working for and assisting in the empowerment of economically and socially marginalized groups. There are various synonyms of NGOs from to time and from place to place and from country to country, these days, they are called non-profit organizations, welfare agencies, social organizations, welfare organizations, social welfare agencies, development agencies, development organizations and the like. These organizations work on non-profit basis. They are service-oriented and non-political. They are affiliated and established for the purpose of promoting the upliftment of the oppressed, the down-trodden and the people living below poverty line.

According to Gangrade : voluntary sector has always played an important role in society from time immemorial. The concept and approach in voluntary work has undergone many changes from time to time. From pure charity, relief and welfare oriented approach this sector has in recent times suitably modeled and equipped itself to meet the development needs of society. There is hardly any field which is not now touched by NGO sector/voluntary sector.

**Emergency of NGOs:** The number of NGOs operating in the United States is estimated at 1.5 million. Russia has 2, 77,000 NGOs. India is estimated to have had around 3.3 million NGOs in 2009, just over one NGO per 400 Indians, and many times the number of primary schools and primary health centers in India. NGOs are difficult to define and classify, and the term 'NGO' is not used consistently. As a result, there are many different classifications in use. The most common NGOs use a framework that includes orientation and level of operation. An NGO's orientation refers to the type of activities it takes on. These activities might include human rights, environmental, or development work. An NGO's level of operation indicates the scale at which an organization works, such as local, regional, international or national.

After Independence, the Constitution of India was adopted which includes relevant

provisions and safeguards for development of the people. The safeguards or the social welfare of people of the vulnerable sections of society, was also included as part of the Five Year Plans. Thus, the government became the central player in promoting socio-economic development of our society. Over the first four decades of Independence, the State or the government became the sole player, as it elbowed out other actors in society. However, in the last two decades, particularly since the early 1990s, it became an accepted national consensus that the State alone cannot deliver on all aspects of improvement in lives of the people and it also recognized the potential of the Civil Society or NGOs to supplement and complement its efforts.

**NGO Coordinating and Support Bodies:** Following are three of the leading apex organizations in India:

- **Association for Voluntary Agencies for Rural Development:** AVARD is an association of more than 650 NGOs engaged in rural development in India. Since 1958, it has promoted voluntary action, planned rural reconstruction with local participation and panchayati raj (a decentralized form of government where each village is responsible for its own affairs, as the foundation of India's political system), thereby addressing issues of poverty reduction, food security, rural technology, and environmental sustainability. Excellent micro planning and strong networking are its strengths.

AVARD has worked as a consultant for projects financed by the Asian Development Bank (ADB) and the Food and Agriculture Organization. It has established links with most national organizations connected with voluntary action and rural development in India. It is a member of the Asian NGO Coalition for Agrarian Reform and Rural Development.

- **Council for Advancement of People's Action and Rural Technology:** CAPART was formed by mandate of the 7th Five-Year Plan in 1986 as a nodal agency for catalyzing and coordinating the emerging partnership between voluntary organizations and the government for sustainable development of rural areas. CAPART was formed by the amalgamation of two agencies, the Council for Advancement of Rural Technology and People's Action for Development India.

CAPART is an autonomous body registered under the Societies Registration Act 1860, and functions under the aegis of the Ministry of Rural Development. Today, this agency is a major promoter of rural development in India, assisting more than 12,000 volunteer organizations across the country in implementing a wide range of development initiatives.

**Registered Societies:** Societies Registration Act 1860 is a Central Act for registering non-profit organizations. Almost all the states in India have adopted the Central Act for creating state level authorities for registering various types of non-profit entities. According to the Act, any seven persons who subscribe to the Memorandum of Association can register a society. The memorandum should include aims of society, its objectives, its names, addresses and occupation of the members.

**Types of Non-Governmental Organizations:** NGO types can be understood by their orientation and level of cooperation. NGO type by level of orientation:

**Charitable Orientation** often involves a top-down paternalistic effort with little participation by the "beneficiaries". It includes NGOs with activities directed toward meeting the needs of the poor.

**Service Orientation** includes NGOs with activities such as the provision of health, family planning or education services in which the programme is designed by the NGO and people are expected to participate in its implementation and in receiving the service.

**Participatory Orientation** is characterized by self-help projects where local people are involved particularly in the implementation of a project by contributing cash, tools, land, materials, labour etc. In the classical community development project, participation begins with the need definition and continues into the planning and implementation stages.

**Empowering Orientation** aims to help poor people develop a clearer understanding of the social, political and economic factors affecting their lives, and to strengthen their awareness of their own potential power to control their lives. There is maximum involvement of the beneficiaries with NGOs acting as facilitators.

**NGOs and Rural Development:** The majority of India's population 68% is spread over 6.5 lakh villages. Half of the village population does not get adequate food to eat, in other words, they live below the poverty line. Around 50 % of the population does not know either to read or write. Close to 55% of the villages are yet to be connected with proper roads. In rural areas, health facilities are inadequate – only 35% of the hospitals are situated in rural areas.

A closer look at the rural areas will also reveal that the majority of problems are centered on inequality, exploitation and dependency. Any effort towards rural development should aim at eradicating such problems to make it more meaningful.

**Features of NGOs and Rural Development:** NGOs have certain distinctive characteristics, which distinguish them from other agencies.

- It is the result of the NGOs effort, which through motivated by different factors, is spontaneous in nature.
- It is an organization initiated and governed by its own members on democratic principles without any external control.
- It is registered under an appropriate act to give a corporate status to a group of individual so that they become a legal personality and individual liability may give place to a group liability.
- It has a general body and a regularly constituted managing committee representing all interested men, women, professionals, public etc.
- It has definite aims and objectives and a programme with socio-economic development as objective.

- It is known and accepted by the community in which it is formed.
- It has considerable autonomy and flexible planning and management of its programmes and services.
- It has a sense of commitment to human development and welfare.
- It undertakes people's needs and helps solve their socio-economic problems.
- It plans and implements its own programmes through its own voluntary and paid workers.
- It raises its funds from the community.
- It maintains its accounts and is accountable to people and the government as it receives grants.
- It has formal organizations.
- Involved with public interest issues and concerns.
- Independent from government and state institutions.
- It has NGOs non-profit making.
- Self-governing with an independent decision making body.

**NGOs and Rural Development and Self-Employment Scenario:** The role of the NGOs is to organize people and help of them with technical information, training and, to some extent, with funds. Besides, they also help grassroots organizations to secure financial assistance from various governmental and non-governmental sources. In the most cases, the performance of the programmes taken up under the auspices of the NGOs has been better than that of government programmes.

Poverty and unemployment have been the of India since long. Their reduction has been of the major goals of India's development planning since the beginning of the planning era in 1951-1952 and the planning process has been sensitive to the needs of poor. The government of India has launched various programmes from time to time aimed at alleviation of poverty and unemployment, and creating adequate livelihood opportunities for the poor through provisions of employment and public services. The approach paper to the tenth five year plan prescribed that in order to ameliorate poverty and unemployment, it is essential to create "gainful high quality" employment for the existing as well as prospective additions to the labour force. Growth in employment is usually linked with growth in earnings of the households are primarily engaged occupations which, since the initiation of the reforms, have not experienced a significant increase of productivity, amelioration of poverty for this group, in the immediate future, has to come mainly through additional employment generation. Hence, it is widely acknowledged that creating adequate employment

opportunities should constitute one of the important objectives of the development strategy of the country.

The composition of employment (self-employment, regular salaried employment and casual employment) has been changing. While self-employment is on the decline, casual employment is on the rise. The share of self-employment in the rural work force declined from the 63 percent in 1977-78, to 56 per cent in 1999-2000, 47 per cent in 2009-2010, and 42 per cent 2015-2016, while the proportion of casual labour has increased from 32 to 37 per cent. During the same period regular employment has declined marginally from 7.1 per cent to 6.1 per cent.

**Self-Employment Programmes in India:** We now briefly discuss a few salient features of the self-employment programmes. IRDP- the integrated rural development programme – 1978, TRYSEM- training of rural youth self-employment – 1979, DWCRA- development of women and children in rural areas- 1982, SGSY- swarnajayanti gram swarozgar yojana – 1999, WEGS- wage-employment generating schemes- 1971, CSRE- the crash scheme of rural employment – 1971, FFW- the food for work programme – 1977, JRY- jawahar rozgar yojana- 1989, SGRY- sampoorna grameen rozgar yojana- 2001, EAS- employment assurance scheme- 1993, NFFWP- national food for work programme- 2004, NREGP- national rural employment guarantee programme-2005,

Besides cooperatives, there are many other forms of formal and non-formal associations which could do a good job of promoting agricultural, non agricultural and rural development. For example, RUDSETI- Rural Development for Self Employment Training Institute, SEWA, PRADAN, MYRADA, BIAF, these are any NGOS in to promote peoples organizations at the grass roots level to take up agricultural, non-agriculture, and many self-employment programmes and rural development projects.

**Role of Rudseti in Rural Development in India:** The Rural Development & Self-Employment Training (RUDSET) was established in 1982 at Ujire, in Karnataka with sponsoring support of two public sector banks and Sri Dharmasthala Manjunatheswara Educational (SDME) Trust. The institute have been receiving grant from NABARD, SIDBI and Govt. of Karnataka. The main objective of RUDSETI is to transform rural youth to acquire a productive identity through short duration interventions, which include motivation and training. There are 27 such institutes operating in 16 states of the country. Each institute offers need based and location specific training in 60 different types of programs with duration of 1-8 weeks. The institute caters to youth in the age group of 18-45 years. The basic education is desirable, preferably up to 10th class. The facilities are provided free of cost to the trainees. The trainees are expected to reside at the Institute, which increases their self-confidence and develops their ability in interactions with batch-mates. The RUDSETI has imparted training to 3, 45,126 youth (2013-2014) have been gainfully employed. The Institute gives priority to weaker section of society including PWDs. The unique innovative initiative taken by the RUDSETI is introduction of RUDSETI Bazar to support trainees by providing them with marketing outlets at various fairs for their products.

**1. Background:** Millions of unemployed youth particularly from rural and semi urban background who could not access higher or professional education but oriented towards white-collar jobs are driven to despair for not finding a job. Of late, these distressed youth are attracted towards antisocial activities for their livelihood. This tremendous waste of human resources and mismatch of potentiality with productive deployment has baffled the planners and administrators.

**2. Genesis:** It is under these circumstances that **Rural Development and Self Employment Training Institute (RUDSETI)**, a unique initiative in mitigating the problem of unemployment was taken way back in 1982 jointly by **Sri Dharmasthala Manjunatheshwara Educational Trust, Syndicate Bank and Canara Bank** under the visionary leadership of **Dr D Veerendra Heggade**, Dharmadhikari of Dharmasthala. The collective thinking gave concrete shape in providing an institutional framework in the form of Rural Development and Self Employment Training Institute (RUDSETI) in 1982.

**3. Objective:**

- Identify, orient, motivate, train and assist the rural youth to take up self employment and wage employment ventures as an alternative career.
- To take up research and development activities in Entrepreneurship and Rural Development etc.
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**4. Services of RUDSETI:** Providing solutions to the unemployed youth aspiring to take up self-employment sets RUDSETI apart among training and Entrepreneurship Development institutes. The following services are provided in an innovative and cost effective manner, with a spirit of service:

- Creating awareness on self-employment and entrepreneurship.
- Developing motivation and positive attitude.
- Training to acquire hard skills, soft and life skills.
- Handholding for establishment and successful running of enterprise.
- Linkages with Banks for financial assistance.
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**5. Uniqueness of the Organization:**

**a) Commitment of the Promoters:** The sponsors of RUDSET Institute, viz., **Sri Dharmasthala Manjunatheshwara Educational Trust, Syndicate Bank and Canara Bank** have taken this initiative out of their concern towards providing sustainable employment to unemployed youth and involving them in the economic development of the country. They carry forward the mission with conviction and commitment.

**b) Resource Persons:** The officers deputed from sponsor banks as Directors of the RUDSETI centers possess rich experience in the field of Rural Development. These officers supported by in-house faculty will handle EDP inputs such as behavioral inputs, managerial inputs, banking, launching formalities etc. Besides this, the expert practitioners i.e., Guest Faculties in the respective field, who provide their services out of social concern, impart skill training. Most of

these experts or Guest Faculties are RUDSETI trained entrepreneurs.

**c) Course Modules:** Training modules of RUDSETI are so designed that the Entrepreneurship Development is achieved through Human Resource Development. The course modules structured out of practical experience, research and experiment facilitate development of the necessary skills in a systematic manner in a short period. The training modules of RUDSETI have been accepted as standard modules by **Ministry of Rural Development, NIRD, SIDBI, NABARD, Department of Industries and Commerce, KSWDC** etc. RUDSETI reviews these course modules on an ongoing basis and revise and update them from time to time.

**d) Training Methodology:** The widely acclaimed effectiveness of RUDSETI Institute's training is attributed to its unique training methodology. Through structured psychological exercises, the participants are stimulated to shed inhibitions and develop interest in learning. Besides lecture sessions, behavior simulation games, exercises, field visits, hands on experience, interface with supporting system, group discussions, case study etc. are effectively used in the training. Most importantly all the training sessions are conducted in vernacular languages only.

**e) Committed Staff and training atmosphere:** The committed workforce of the Institute successfully maintains a conducive atmosphere for learning. Cordial trainer-trainee relationship, discipline, guidance for personality development and socialization with fellow trainees offers excellent scope for effective learning.

**f) Infrastructure:** Majority of RUDSETI units have well-developed campus consisting of the administrative office, classrooms, work shed, dormitories to trainees and guest houses to guest faculties and mess facilities. Library, recreational facilities and audio-visual aids which facilitates quick learning are also provided.

**6. Training Programmes:** RUDSETI offers more than 60 types of Entrepreneurship Development Programmes (EDPs) in various avenues. All the programmes are of short duration intervention ranging from one to six weeks. Mainly they are classified in to four categories as shown below:

**a) For First Generation Entrepreneurs**

- Comprehensive Agriculture **Agricultural EDPs:-** & Allied Activities, Dairy Farming, Poultry, Bee Keeping, Comprehensive Horticulture, Plant Nursery etc.
- **Product EDPs:-** Dress Designing for Women/Men, Agarabathi Making, Soft Toys Making, Food Processing & Bakery Products, Embroidery & Fabric Painting etc.
- **Process EDPs:-** Electric Motor Rewinding & Pumpset Maintenance, Beauty Parlour Management, Basic Photography & Videography, Multi Phones Servicing, Domestic Electrical Appliances Repair, Two Wheeler Servicing, Computer DTP, Refrigeration & Air-conditioning, Computer Tally, Computer Basics etc.
- **General EDPs:-** Rural Entrepreneurship Development Programme (REDP), EDP for Women, PMEGP etc.

**b) For Established Entrepreneurs**

- **Skill Upgradation:** To improve the skills and enhance capability of the settled trainees.
- **Growth Programmes:** To aim and achieve high goals in life and business for the settled trainees.

RUDSET Institute also organizes Entrepreneurship Development Programmes for Transgenders and Persons with Disability.

**Rural Development & HRD Programme:** Through this, RUDSETI aims at:

- Training Rural Development facilitators of NGOs.
- Training in SHG management and
- Training Bank officials in Rural Development activities.

**7. Selection of candidates for training programmes:** Unemployed youth in the age group of 18-45 years, irrespective of caste, creed, religion, gender and economic status, having aptitude to take up self-employment or wage employment with some basic knowledge in the related field can undergo training which is totally free of cost.

**8. Follow up Services:** The cutting edge of RUDSETI training is the post training follow up for sustained motivation among the trainees. The effort to make them rise on to pinnacle includes:

- Two years follow up – Through regular correspondences, Individual contacts, Unit visit, Village, Taluk, District and Branch level meeting etc.
- Facilitating credit linkage with the banks for setting up of micro enterprises.

**9. Marketing Support:** RUDSET Bazaars are organized to provide marketing support to the RUDSETI trained entrepreneurs. This facilitates the participants to get an insight about market trends and customer behavior. Each unit organizes at least one bazaar every year during melas, exhibitions, and special occasions in their command area.

**10. Management:** RUDSETI is registered under **Karnataka Societies Registration Act 1960**. The name and style “RUDSETI” with its logo is registered under Trade Act.

The **Board of Governors** consisting of Chairman & Managing Directors of sponsor banks and the top executives of sponsor organizations with **Dr D Veerendra Heggade** as the President is the apex body to evolve strategies and take policy decisions.

The **Governing Council** consisting of top executives from the sponsor organizations under the Presidentship of **Dr D Veerendra Heggade** is another apex level body which meets periodically to monitor the progress of all the units and guide the institutes.

The Executive Director, a deputed officer from the sponsor bank looks after the day to day functioning of all the units and acts as a link between the sponsors and the units and convenes the apex body meetings.

Each RUDSETI is managed by a deputed officer either from SyndicateBank or Canara Bank and assisted by faculties and other staff members. It is also assisted by ‘Local Advisory Committee’ (LAC) an advisory body with the representatives from Sponsors, Government

officials and eminent personalities. It periodically reviews and monitors the progress of RUDSETI.

RUDSETI's collaboration with developmental agencies, institutions, voluntary organizations and government departments viz. NABARD, SIDBI, DICs, DRDAs etc. to achieve the common objectives has proved mutually beneficial.

### 11. Special Projects:

- RUDSETI restructured **PMRY Manual**: the curricula and methodology of Entrepreneurship Development training for the beneficiaries of Prime Minister's Rozgar Yojana (PMRY), which was accepted by the Ministry of Agro and Rural Industries, Govt. of India and recommended to all the State Governments to adopt.
- **Revision of Course Module**: As desired by Ministry of Rural Development, Govt. of India, RUDSETI updated or revised the course modules for entrepreneurship development training programmes, a manual for use by all RUDSETI and RSETI type institutes in the country. The manual has been accepted as Bible by all RSETIs in the country.

### 12. What sets RUDSETI apart:

- Visionary leadership provided by **Dr D Veerendra Heggade** supported by two leading nationalized Banks viz. Syndicate Bank and Canara Bank.
- Free training with free food and accommodation.
- Campus approach with unique training methodology.
- Short term training with long term follow up or Escort services for a period of two years.
- Excellent facilities for hands on training.
- Variety of training programmes to suit the local needs.
- Practical orientation, rigorous training and extended hours of learning.
- Past trainees becoming trainers and imparting training.
- High settlement rate of trained youths.
- The youth who have started Micro Enterprises are earning in the range of **Rs. 3,000/- to Rs. 30,000/-** per month. In good number of cases, the earning has crossed **Rs. 50,000/-** per month.
- Employment generation by settled trainees in the range of 1-50 persons.
- Celebrated its Silver Jubilee in 2008.

### 13. Recognition:

- Received **FICCI** Award for Rural Development for the year 1998-99.
- Received National level **SIDBI** Award for distinguished service to the MSME Sector for the year 2010-11.
- Received **Suvarna Karnataka Rajyotsava** Award for Social Service for the year 2006 07.

- The concept of RUDSETI which took birth in a small village Ujire near Dharmasthala in Karnataka has been accepted with open hands by none other than Government of India as a replicable model throughout the country. Ministry of Rural Development, Govt. of India has directed all the nationalized Banks with lead bank responsibilities to open RUDSETI type institutes i.e., RSETIs in all the 600 plus districts of the country and RUDSETI has been entrusted with the responsibility of giving suggestions to MoRD in taking up this herculean task. This very fact in itself is a highly satisfying and a motivating factor for the Sponsors of RUDSETI.
- Recognizing the efforts of RUDSETI in Rural Entrepreneurship Development, Ministry of Rural Development has taken **Dr D Veerendra Heggade** as Hon. Chairman of National Advisory Council for RSETIs.
- RUDSETI trained women entrepreneurs have excelled by winning “National Awards” instituted by IMM - NABARD consistently.

**14. Launching of National Academy of RUDSETI:** Commemorating **Silver Jubilee of RUDSETI** during 2008, **National Academy of RUDSETI** was launched at Bengaluru on 18 December 2008 with the following objectives:

- Organizing the Trainers' Programme for new RUDSETI or RSETI Directors or Faculties.
- To work as a National level Resource organization for RUDSETIs or RSETIs.
- To conduct research and development work in the field of Entrepreneurship Development.
- To design and conduct training programmes and undertake projects in the field of enterprise promotion, Rural Development and HRD.

With a view to mentor and monitor the activities of RSETIs across the country so as to bring them on par with best performing RUDSETIs, an exclusive cell called **Monitoring Cell for RSETIs** was established in National Academy of RUDSETI after signing of MOU between National Academy of RUDSETI and Ministry of Rural Development, Government of India on 29 July 2011.

**Conclusion:** RUDSET initiative considered as a role model in self-employment in India and contributed to decrease pressure on the government of providing jobs to the rural unemployed. The RUDSET institute model has proved itself to be a highly effective and low cost one. It has the distinction of having trained over 3, 45,126 youths in the skills of entrepreneurship. 27 These Institutes aim to help the youth in rural areas to acquire productive skills, which would make them financially independent. Zealous youngsters of 18 to 45 years of age, with basic educational qualifications are the ideal candidates for the training courses provided by the RUDSET. The training courses dwell on theoretical and practical aspects and are conducted free of cost. 60 The training courses include paper bags manufacturing, screen printing, dairy management, horticulture, nursery management, bee keeping, candle, and plant cultivation etc. Over 27 centers are spread all over India across 16 states. The basic objective of the institutes is to promote self-employment among rural youth towards overall development. The success rate is

66 per cent and impact of RUDSET Institute training in enabling the youth to establish and sustain in the ventures was recognized and appreciated by government of India and state governments.

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