

Sustainable Actions for Self-Empowering Development

Laxmisha Rai

“There is a sufficiency in the world for man's need but not for man's greed.”
-Mahatma Gandhi

Abstract

The role played by United Nations (UN) is viewed skeptical over the decades with regard to its effectiveness in eradicating world poverty in general and African poverty in specific. Irrespective of well known strategies and numerous international conference discussions, dialogues, the defined actions are not well-implemented. Most of the poverty challenges in Africa can be effectively solved by multidimensional action based grass-root strategies, especially influencing the global human recourse. Poverty cannot be removed with temporary support to the poor. The UN need long term vision to develop self-sufficiency within Africa. Self-sustainability and self-reliance are necessary to reduce exploitation of natural resources by external organizations. The UN should exhibit long term strategies for poor to acquire skills, education and knowledge about effective use of environment, available resources and selfempowerment along with infrastructure development. This essay argues that quality education, skill development self-employment training, development of local skills, self reliance, and increased transparency, good governance are key factors in reducing poverty in Africa. Essay also compares the relationship between Corruption Perceptions Index (CPI) to Human Development Index (HDI) in least developed countries. The UN should use the African countries and their citizens as the key deciders to measure the donor aid effectiveness for evaluation and impact. The solutions must address the challenges of educating the African youth not only on formal education but also on rural and self-employment training programs. In this direction UNU (United Nations University) can take active role in developing training kits and self-employment programs.

This essay addresses three basic challenges from the developing country’s viewpoint. Firstly, employment challenge of rural population - as most of the African poverty is predominantly rural. Secondly, facing political challenges, lack of good governance, mismanagement of funds, and corruption related to donor and receiver organizations. Thirdly, the challenges faced by rapid changes in the developing and developed countries, and lack of good leadership training facilities. To address all these challenges collectively, the essay proposes four schemes addressed to UN. Firstly, reaching the poor, rural families and communities by implementing grass-root strategies. Secondly, to eradicate the growing rural poverty - developing self-empowering, self-reliable rural employment schemes such as RUDSET (Rural Development and Self Employment Training Institute). Thirdly, to face the political and corruption challenges - implementing strong anti-corruption measures such as RTI (Right To Information Act). Finally, to face the challenges with rapidly changing developing and developed world – increased emphasize on south-south cooperation for sharing practical experience from developed countries, and initiating methods to create effective leadership qualities among the African youth.

1. Introduction

Every day, approximately 50,000 people die from poverty-related causes, 850 million go to bed hungry and nearly 1.2 billion people live on one dollar a day or less.¹ Even though world food production had doubled since the 1970's, poverty takes the life of poor even now. A child dies from poverty, hunger and disease every three seconds.² Considering the situation in Africa, the statistics about poverty are alarming. Thirty over fifty of the poorest countries of the world are located in Africa.³ It has been estimated that between 40 and 45 per cent of the African continent's 793 Million people live in poverty, with about 30 per cent classified as extremely poor that is living on less than one dollar per day. Among all developing regions, Africa has the largest proportion of people living in absolute poverty, and that proportion has remained virtually unchanged for a decade.⁴

In 2000, world leaders established the ambitious Millennium Development Goals (MDGs) premised on six core values: freedom, equality, solidarity, tolerance, respect for nature and shared responsibility to substantially reduce world poverty by the year 2015.⁵ Even though many world leaders along with UN realized the importance MDGs, we fail to reach substantial progress even after over 8 years. Some experts view that if the current trends continue, the MDGs will not be achieved until 2147.⁶ Recently, UN Secretary General, Ban Ki-moon, pointed out that no African country will achieve all of the Millennium Development Goals by 2015, but that they remain achievable in Africa. He emphasized that US\$72 billion per year are necessary to achieve the goals by 2015. He stressed the urgency of taking action to strengthen commitments to change the course of history and bring development to Africa and the rest of the world.⁷

Poverty reduction in Africa has been discussed over decades. There are well-planned strategies in the hands of the UN community. There are countless numbers of experts on poverty reduction schemes. All over the world, there are message carriers, well wishers, donors, and volunteers to support poverty reduction. Today, the global community of experts and UN aware - What to do, When, Why, and How to do. Then why the UN fails to reduce poverty? The biggest challenge facing the United Nations is not developing plans or strategies-but only to bring those plans and words into implemental powerful actions. Over the decades, the role played by United Nations in reducing poverty is not as effective as expected, irrespective of well known strategies and numerous international conference discussions, dialogues. UN needs to acquire consistent abilities, courage and strength to implement and continue to strive for eradication of poverty completely. More or less the UN works as a system of experts producing more plans and fewer actions. In this essay, I briefly highlight how UN should encourage local poor people in the Least Developed Countries (LDC) of Africa to empower themselves to eradicate poverty. As corruption and lack of good governance continues to hinder the growth across Africa, the essay proposes several strategies to face these growing challenges.

Unfortunately, today, "poverty is sold" by so called experts, social and human right activists and NGOs (Non-Governmental Organizations) for getting entries into reputed international conferences, and obtain numerous prizes/awards in the global arena. Misery of African poor is used to get recognition by exposing them rather than assisting them. In general, campaigns related to poverty draw huge outcry and sympathy from all over the world, which gives wonderful opportunities to many organizations, and activists for cashing the poverty. In the long run, self-reliant Africa never forgets the people who showcased African poverty for over decades. So, UN requires developing strong systems to analyze the actual the rationale behind continued poverty in Africa rather than only depend on reports, documents, and research articles. Instead, the conferences, and dialogues in the future should be directly addressed by and addressed to African poor. The poor of Africa can only describe - why they are poor, and what made their situation worse! It is hard to judge the outsider's opinion as they are not experienced

¹ Barr, Spring 2005.

² Johnson, August 14-18, 2005.

³ Public Policy and Poverty in Sub - Saharan, 2007.

⁴ Kabbaj, 2003, p. 4.

⁵ United Nations Millennium Development Goals.

⁶ Millennium Campaign Statement, 2005.

⁷ UN Africa and MDGs High - Level Events Bulletin, September 28, 2008.

anything of poverty.

2. Challenges Ahead

This essay addresses three basic challenges from the experience derived from developing nations. Firstly, employment challenge of rural population - as most of the African poverty is predominantly rural. Secondly, political challenges, lack of good governance, mismanagement of funds, and corruption related to donor and receiver organizations. Thirdly, the challenges faced by the rapid changes in the developing and developed countries, and lack of good leadership training. To address all these challenges collectively, the essay proposes four schemes addressed to UN. Firstly, reaching the poor families, and communities by implementing grass-root strategies. Secondly, to eradicate the growing rural poverty and inequality - developing self-empowering, self-reliable rural employment schemes. Thirdly, to face the political and corruption challenges - by implementing strong anti-corruption measures. Finally, to face the challenges with rapidly changing developing and developed world – strong emphasize on south-south cooperation for sharing and learning practical experience from the developed countries, and initiating methods to create effective leadership qualities among the African youth.

3. Grass-Root Strategies

In general, UN community failed to work in grass-root level. Initiatives needed to be taken care from grassroots rather than following campaigns, speeches and posters. As poor people live in the rural sectors, campaign-based approaches failed to make any substantial progress and any impact. Government facilities and funds were failed to reach them, because of corrupt officials, and politicians. Most of the MDG campaigns based on “banner-based” rather than grass-root approach based. UN needs to develop plans to directly reach the poor, analyze their problems, and start working on *action-based* solutions. This demands to have strong collaboration with local citizens and authorities to reach and interact with them. This method is more effective than sending millions of messages over Internet, media and preparing documents with only plans and no-actions!

Poor people largely left behind because of their lack of strength, education and knowledge about policies to get their rights. In other way, poverty today in Africa used as strategy for many NGO’s to collect large amounts of money, raise their assets, and obtain numerous prizes or awards from international body for projecting their performance by displaying in the forms of sophisticated videos, blogs, online materials, pictures and research papers in international conferences so on. But, a common man fails to understand - why is the result of poverty in Africa is getting worse year by year? If the current trend continues, the efforts of UN still remain in doubt until the next generation. UN today needs long term-visions to make poor people in Africa, self reliable and self-sustainable to survive; rather than making Africa to depend on external funds and support. Poverty cannot be alleviated unless the vision of UN stretches beyond one generation. The supports must be implemented by keeping the future in mind.

4. Self-Empowering Actions

As many experts view that one of the biggest challenge, in Africa is ridding the region of chronic rural poverty through a growth strategy that creates opportunities of the rural poor to earn a decent income while simultaneously enhancing their capabilities to take advantages of these opportunities.⁸ Until now, it is widely described that funds, food aids will help Africa to alleviate poverty. Unfortunately role of temporary packages can do nothing to remove the poverty. There are no well-defined strategies to check the real usage of funds or any visible progress which can be easily noticed. As most of these monitoring issues goes through the routes of policies and bureaucracy; the ways to address these challenges -is not to make figures and statistics to meet the goals. But, to train and educate the Africans become self-capable and self-sufficient in agriculture,

⁸ Economic Growth and the Challenge of Reducing Poverty and Undernutrition in Africa, April 1-3, 2004.

manufacturing, managing natural resources, and to involving them into rural training or self-employment programs. To implement these strategies, the UN necessary to gather experts from developing countries and developing countries, and share their practical expertise in African countries. Especially, UNU (United Nations University), in Japan, definitely can play a key role in developing research, training materials and kits.⁹ Education is the backbone to the sustainable development and to raise the awareness among people and equip them with skills to implement their own initiatives. The UN can also encourage youths around the Africa to play a major role in training the unemployed youth to indulge themselves in various self-employment programs.

Poverty in Africa has been described as mostly a rural phenomenon not only because the majority of the population live in rural areas but also because of the distribution of economic activity between rural and urban areas. Many experts observe that, decent employment as a major route out of poverty in Africa. Real GDP growth in Africa has generally been on an upward trend since the late 1990s. However, economic growth has neither been associated with a decline in poverty nor an increase in employment. So, rural employment scheme are highly essential in this regard. In Burkina Faso, for example, agricultural and rural development is the main channel for expanding employment.¹⁰ To face these rapidly growing employment challenges, UN can build organizations such as RUDSET (Rural Development and Self Employment Training Institute) for creating useful knowledge and disseminating ideas.¹¹ 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 185,000 youths in the skills of entrepreneurship.¹² 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 35 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.¹³ The training courses include paper bags manufacturing, screen printing, dairy management, horticulture, nursery management, bee keeping, candle, and plant cultivation etc. Over 20 centers are spread all over India across 12 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. I strongly feel that most of the trainings offered by RUDSET also suit to the local conditions of least developed African nations. Especially, dairy management, horticulture and cultivation are the areas, where Africa needs consistent support for self-development. In this direction UN needs to establish world class universities and training institutes or distance education centers through satellites to educate Africa's budding entrepreneurs to enable them with skilled education within Africa. In other words self-reliant and employment schemes works as described in a popular proverb: "Give a man a fish; you have fed him for today. Teach a man to fish; and you have fed him for a lifetime".

5. Facing Political Challenges

As many experts agree, most of the poverty problems in the least developed countries of Africa are closely related to political problems, and governance. There are many issues related to political problems, which may not be directly addressed by UN. But, definitely the corruption prevention is one area where UN confidently makes genuine efforts. Unfortunately, most of the corruption occurs in countries whose populations are least equipped to deal with the consequences- the world's most deprived nations.¹⁴

⁹ United Nations University.

¹⁰ Economic Report on Africa, 2005, pp. 91-127.

¹¹ RUDSET Institute.

¹² Deccan Herald, April 19, 2004.

¹³ The Hindu, May 10, 2004.

¹⁴ Forbes, April 03, 2007.

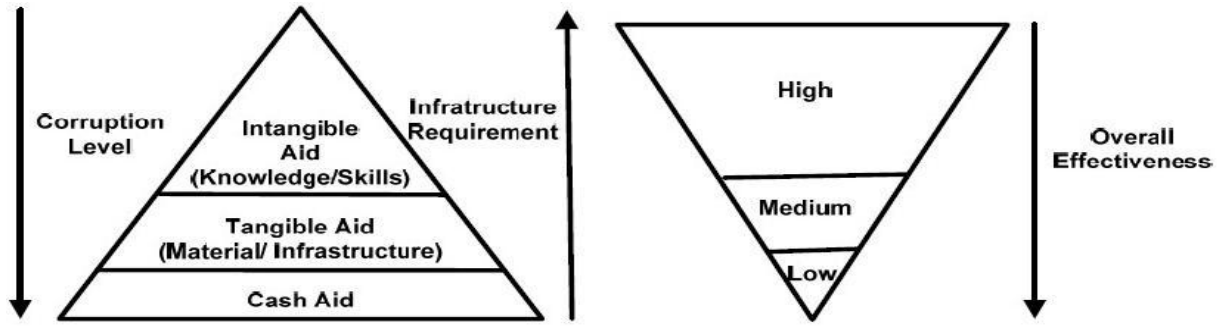


Figure 1: Figure depicting the relation between, corruption level, donor aid type,

As shown in Figure 1, any aid in cash leads to more corruption compared to infrastructure support such as providing material, food, and construction of hospitals, homes or schools. Moreover, the aid effectiveness is very low, if the support is only financial. But tangible aids such as infrastructure development lead to lesser corruption. As Poverty is intergenerational, poor people often come from poor families, and their children are more likely to stay poor when they grow up.¹⁵ In this regard, intangible support such as dissemination of knowledge, skills and offering innovative ideas will develop long-term effects with minimum infrastructure requirement. This also helps the knowledge distribution within Africa and to the future generation as well.

Country ¹⁶	CPI Rank ¹⁷	HDI Rank ¹⁸
Burkina Faso	80	176
Senegal	85	156
Benin	96	163
Mali	96	173
Rwanda	102	161
United Republic of Tanzania	102	159
Malawi	115	164
Niger	115	174
Zambia	115	165
Nigeria	121	158
Ethiopia	126	169
Eritrea	126	157
Mozambique	126	172
Central African Republic	151	171
Angola	158	162
Burundi	158	167
Guinea-Bissau	158	175
Sierra Leone	158	177
Congo, Democratic Republic	171	168
Chad	173	170
Guinea	173	160

Table 1: Establishing Relationship between CPI and HDI in Least Developed Countries.

¹⁵ Economic Report on Africa, 2005, p. 7.

¹⁶ List of Least Developed Countries, United Nations.

¹⁷ Corruption Perceptions Index, 2008.

¹⁸ Human Development Report, 2007/2008.

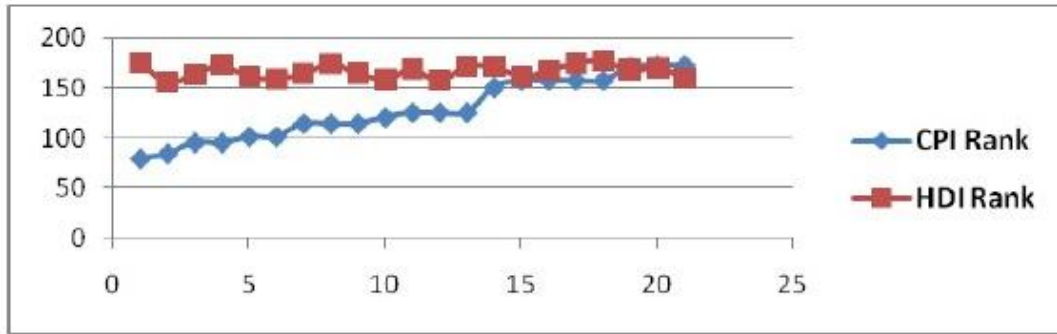


Figure 2: Behavior of corruption along with low human development.

When we collectively analyze the situation of least developed countries of Africa, human development index (HDI), and corruption perceptions index (CPI) ranks, it is evident that CPI and HDI ranks can be linked as shown in Table 1, and Figure 2. The UN efforts to increase transparency, benchmarking aid effectiveness and appropriate distribution of donor resources in these countries will contribute to the success of poverty reduction. This also involves developing effective leadership qualities among Africans to fight for corruption, mismanagement of resources, ODA (Official Development Assistance), and charity funds. The UN also needs to make sure that funds are rightly utilized for the projects planned.

One of the innovative approaches to control the mismanagement of ODA and the charity funds is to apply the Right To Information Act (RTI), which is widely popular in India.¹⁹ The RTI can be viewed as a grass-root strategy to fight against corruption. This act is the most effective and systematic procedure to stop corruption, where the citizens themselves have the right to take the initiative to seek information from the state and thereby to enforce transparency and accountability. RTI Act provides a good transparency measure to general public, right to access government files, ask questions and progress in their public welfare works. Such acts are inevitably necessary in poor and highly corrupt countries. The UN can enforce this act to donor and receiver organization as well as country of governance to monitor the funds and its usage. RTI is an effective way to break the traditional way of aid mismanagement thereby enhancing poor-motivated administrative style. It also increases the openness in political and administrative system within the UN and builds confidence the UN administration. Recently United Nations reported that, the Right to Information Act 2005 was “one of the most progressive legislations” in the developing world for tackling corruption”.²⁰ The Act also allowed individuals and organizations investigating corruption to ask for precise information. For example, while generally excluding information from the intelligence agencies, it specifically allowed for the disclosure of information “pertaining to allegations of corruption or human rights violations.”

6. Increased South-South Cooperation

As the gap between developed and least-developed countries is increasing rapidly, many African countries force to learn from the developing world. In this direction, the UN needs to emphasize on south-south cooperation for effective progress by insisting on the greater role of developing nations in Africa. This will provide good examples to learn from developing countries and share their practical experience in combating poverty. South-south cooperation is a term historically used by policymakers and academics to describe the exchange of resources, technology, and knowledge between developing countries, also known as countries of the global South.²¹ In the earlier century, developed countries contributed the development of developing countries in terms of technology transfer, resource development, science and technology etc. For example, most of the Japanese

¹⁹ Right to Information.

²⁰ The Hindu, June 13, 2008.

²¹ South - South Cooperation.

automobile industries (Suzuki, Kawasaki, Honda and Toyota) were jointly established their manufacturing, research and development facilities in India along with Indian manufacturing companies (Maruthi, Hero, Bajaj, Kirloskar), such as Maruthi-Suzuki, Hero-Honda, Kawasaki-Bajaj, and Toyota-Kirloskar. The joint venture between India's Hero Group and Honda Motor Company, Japan has not only created the world's single largest two wheeler company but also one of the most successful joint ventures worldwide.²² Japan has long been actively providing assistance to India, primarily in the form of Official Development Assistance loans, for upgrading of economic infrastructure, alleviation of poverty through public health and medical care, agricultural and rural development and population etc.²³ This not only contributed to both countries economic growth, but also developed strong confidence within India's development. Now the shift must be from developed countries to least developed countries. It is hard to cope with the development of developed countries for least developing nations. But definitely, least developed nations can learn easily from the examples by sharing the experience of developing nations. Recently, India has invested in farming initiatives in Mozambique, bio-fuels development in West Africa, and the textile industry in East Africa.²⁴ South Africa has invested in the Inga Dam of the Democratic Republic of Congo, which could produce up to 39,000 MW of electricity.²⁵ In addition to this, India's experience of green revolution, milk production, and solar power consumption are other quick options for least developed countries. The Japanese model of "One-Village-One Product" to improve the standard of living of poor in villages by outsourcing artisan's products, which is successful in India can be used as other new initiatives.^{26 27}

7. Leadership Training Initiatives

In this 21st century, we could see visionary personalities who effectively contributed to and transformed the societies, which brings lot of inspiration to us. For example, Nobel laureate Prof. Mohammed Yunus Khan, Fazel Abed of Bangladesh and India's Dr. Sudardhan are few examples.^{28 29 30} The Grameen Bank of Prof. Yunus Khan provides credit to the poorest of the poor in rural Bangladesh, without any collateral. Fazel Abed's BRAC (Bangladesh Rural Advancement Committee, formerly) now works in more than 69,000 villages of Bangladesh covering over an estimated 110 million poor people in the field of income generation, health care, population control, primary education for children and the so on. Dr. Sudarshan's medical team has brought incidences of leprosy down from 17 per 1000 people to less than that of 0.3. A housing program initiated by him has provided homes for over 200 families that earlier lived in makeshift huts.

As most of the poverty related problems are related to political changes, Africa needs to develop effective leaders of tomorrow. Today, African countries are suffering from lack of good leaders, who could inspire to help poor. In general, many view that helping poor is not their duty and has the lowest priority in their daily activities as described in well known proverb "The tears of strangers are only water". To achieve the poverty reduction, every leader in all administration levels starting from regional to national must acquire enough leadership training to involve in all spheres of development process and to train and create more leaders. Effective leadership will encourage and inspire youth in Africa to get involved, to make a change, to transform themselves and their communities, to think and act locally and globally, and to contribute towards achieving poverty alleviation. In this direction, the UN and UNU can promote effective strategies for training African youth from the least developed countries and change them as the future leaders to transform their societies. There must be also quality measures to evaluate the resources such as human potential, skills and expertise. The UNU also need

²² Hero - Honda Corporate Profile.

²³ Indo - Japan Trade Relations.

²⁴ Bioenergy news, July 03, 2007.

²⁵ Africa Research Bulletin: Economic, Financial and Technical Series, November 3, 2006.

²⁶ One Village One Product.

²⁷ The Financial Express, June 18, 2007.

²⁸ Grameen, Banking for the Poor.

²⁹ Fazle Hasan Abed, BRAC.

³⁰ Vivekananda Girijana Kalyana Kendra.

to tap the expertise of African nations in terms of resources, market potential and skilled manpower etc. This will tremendously help the overall growth of the least developed countries in Africa.

Moreover, the UN also strives to encourage informal assistance to poor such as adopting villages by the philanthropist personalities. For example, the Sri Ravishankar's Art of Living Foundation (AOLF), a multi-faceted, not-for-profit educational and humanitarian NGO with a presence in over 140 countries that works in special consultative status with the Economic and Social Council of the United Nations has established number of projects in rural India.³¹ As a way to find permanent solution to the farmer crisis and poverty, AOLF started process of adopting 3000 villages all over India for overall development. As a first step they have succeeded in 25 villages in Maharashtra and 12 villages in Gujarat states of India.³²

8. Conclusion

The most of the poverty challenges facing in Africa can be effectively solved by multidimensional action based grass-root strategies, especially influencing the global human recourse. Poverty cannot be removed with the temporary support to the poor. The UN need long term vision to develop self-sufficient plans in Africa. Self-sustainability and self-reliance are important to reduce exploitation of natural resources by external organizations. This is also help to reduce the dependency with donor countries. The UN should demonstrate long term strategies for poor to acquire skills, education and knowledge about effective use of environment, available resources and self-empowerment along with infrastructure development.

This essay argues that quality education, skill development self-employment training, development of local skills, self reliance, and increased transparency, good governance are key factors in reducing poverty in Africa. The UN must use the African countries and their citizens as key deciders to measure the aid effectiveness of their donors and impact. Anti-corruption measures such as *Right-To-Information* can contribute to increased transparency, and good governance in least developed countries. The solutions must address the challenges of educating the African youth not only on formal education but also on rural and selfemployment training programs. In this direction, the UNU can take active role in developing training kits and effective self-employment programs. Moreover there is tremendous need for experts around the world to obtain the projects from Africa, such as adopting the several villages for development. The UN goal must be independently train Africans to solve and develop schemes to generate more revenues and make them self-sufficient. The UN can also assist the assist the poor about policies supporting sustainable microfinance and services, human rights and various benefits of the government.

³¹ Art of Living Foundation.

³² Bangalorebest.com.

References

- Africa Research Bulletin: Economic, Financial and Technical Series*, November 3, 2006, Vol. 43(9), pp. 17131B - 17132C, Blackwell Publishing Ltd.
- Art of Living Foundation*.
<http://www.artofliving.org>
- Banglorebest.com*, “The Art of Living”.
http://www.bangalorebest.com/cityresources/Health_and_Medicine/spiritual.asp
- Barr, Gerry (2005), *It's Time to Make Poverty History*, Au Courant, A Publication of the Canadian Council for International Co-operation, Vol. 13(1), Spring.
- Bioenergy news*, July 03, 2007, “Mozambique-India partnership: biofuels for poverty alleviation”.
<http://news.mongabay.com/bioenergy/2007/07/mozambique-india-partnershipbiofuels.html>
- Corruption Perceptions Index*, 2008.
http://www.transparency.org/policy_research/surveys_indices/cpi/2008
- Deccan Herald*, April 19, 2004, “Annual report of RUDSET released”.
<http://www.deccanherald.com/Archives/apr192004/d9.asp>
- Economic Growth and the Challenge of Reducing Poverty and Undernutrition in Africa*, April 1–3, 2004, Prioritizing Action, Strengthening Actors, and Facilitating Partnerships, , Kampala, Uganda.
<http://www.ifpri.org/2020africaconference/program/day2summaries/ndulu.pdf>
- Economic Report on Africa*, 2005, “The poverty challenge in Africa: placing decent employment at the heart of the battle Economic Report on Africa”, pp. 91-127.
www.uneca.org/ERA2005/chap3.pdf
- Fazle Hasan Abed, BRAC*.
<http://www.brac.net/chairperson.htm>
- Forbes*, April 03, 2007, “The World's Most Corrupt Countries”.
http://www.forbes.com/2007/04/03/corruption-countries-nations-biz-07caphospcx_da_0403corrupt.html
- Grameen, banking for the Poor*.
<http://www.grameen-info.org>
- Hero-Honda Corporate Profile*.
http://www.herohonda.com/co_corporate_profile.htm
- Human Development Report 2007/2008*.
http://hdr.undp.org/en/media/HDR_20072008_EN_Complete.pdf
- Indo-Japan Trade Relations*.
http://www.economywatch.com/world_economy/japan/indo-japan-traderelation.html
- Johnson, Hilde F. (2005), *Culture, Knowledge and Power*, Minister of International Development, World Library and Information Congress: 71th IFLA General Conference and Council Libraries - A voyage of discovery, August 14th - 18th, Oslo, Norway.
- Kabbaj, Omar (2003), *The challenge of African Development*, Oxford University Press, New York, p.4.
- List of Least Developed Countries*.
<http://www.un.org/special-rep/ohrlls/l dc/list.htm>
- Millennium Campaign Statement (2005), conference on financing the MDGs, European Parliament, Brussels, 2004, Cited in : Youth led development, A framework for action, Policy Document of the World Youth Congress, Scotland.
- One Village One Product*.
<http://www.ovop.jp/en/index.html>
- Public Policy and Poverty in Sub-Saharan*, 2007.
www.cpsa-acsp.ca/papers-2007/Tshibuabua.pdf
- Right to Information*, “A Citizen Gateway”.
<http://righttoinformation.gov.in>
- RUDSET Institute*.
<http://www.rudsetitraining.org>
- South-South Cooperation*.
http://en.wikipedia.org/wiki/South-South_Cooperation

The Financial Express, June 18, 2007, “Unique opportunity for rural artisans under onevillage-one-product scheme”

<http://www.financialexpress.com/news/unique-opportunity-for-rural-artisa:”ns-under-onevillageoneproduct-scheme/201993/>

The Hindu, May 10, 2004, “Playing the career catalyst “.

<http://www.hinduonnet.com/thehindu/mp/2004/05/10/stories/2004051002770300.htm>

The Hindu, June 13, 2008, “RTI Act effective against graft: U.N. report”.

<http://www.hindu.com/2008/06/13/stories/2008061351401300.htm>

UN Africa and MDGs High-Level Events Bulletin, September 28, 2008, Vol. 153(5).

<http://www.iisd.ca/download/pdf/sd/yimbvol153num5e.pdf>

United Nations Millennium Development Goals.

www.un.org/millenniumgoals

United Nations University.

www.unu.edu

Vivekananda Girijana Kalyana Kendra.

<http://www.vgkk.org/index.html>