

CHAPTER 7

SUMMARY AND CONCLUSION

The major findings of the present study may now be summarized as follows:

Profile of the NGOs

1. The three NGOs namely; Don Bosco Social Welfare Centre (DBSWC), Development Agency for Tribal People (DATP) and Rongmei Naga Baptist Association (RNBA) are running for more than 15 years, except one NGO i.e. People Endeavour for Social Change (PESCH) was running less than 15 years. All the four NGOs are registered under the Society Registration Act XXI of 1860 and also non-profit organizations.
2. During the field survey it was observed that the administrative set up and the functioning of the four NGOs are common. All the four NGOs have their own executives' board and the working staffs. The executives' board is headed by a Chairman, followed by Vice Chairman, Secretary and Treasurer. The executives' board is the decision making body in each four NGOs.
3. The vision and the mission of the four NGOs are to uplift the marginalized and the poor people in the rural villages. Improving livelihood, education, gender empowerment and right based issue through development activities which are an eye opener to the rural people in the process of developmental activities.
4. The four NGOs have focused their main thrust on livelihood, environment, gender empowerment, health and right based issue. All the four NGOs focus especially on women empowerment by creating awareness among them. Besides, Don Bosco Social Welfare Centre (DBSWC) has also focuses its trust on education and disable people in the rural areas.
5. All the four NGOs are working in the rural areas in Tamenglong district of Manipur which is considered as backward area. During the survey it was found that Don Bosco Social Welfare Centre (DBSWC) has covers maximum number of villages in implementation of the projects.
6. The functionaries of the four NGOs are well educated and have potential and capability but lack skill to handle their job. The staff of the two NGOs namely; Rongmei Naga Baptist Association (RNBA) and People Endeavour for Social

Change (PESCH) have recruited one each professional staff for particular post like accountancy and field survey.

7. Among the four NGOs it was found that Rongmei Naga Baptist Association (RNBA) has 20 staffs working staffs, People Endeavour for Social Change (PESCH) and Development Agency for Tribal People (DATP) has 16 each and Don Bosco Social Welfare Centre (DBSWC) has 10 working staffs. Rongmei Naga Baptist Association (RNBA) has more working staffs and it has also their branches in other state namely, in Paren district of Nagaland as well as work in partnership with other NGOs in developmental process.
8. During the survey it was observed that Rongmei Naga Baptist Association (RNBA) was also a sub-donor agency as well as an implementing agency. The organization has two level of functioning i.e. sub- donor and implementers. The other three NGOs are purely implementing agencies.
9. Since the time of establishment, the four NGOs have completed a number of projects. During the survey it was found that Don Bosco Social Welfare Centre (DBSWC) has completed 6 (six) different projects, Development Agency for Tribal people (DATP) has completed 4 (four) projects, People Endeavour for Social Change (PESCH) has completed 4 (four) projects and Rongmei Naga Baptist Association (RNBA) has completed 4 (four) projects. Therefore, Don Bosco Social Welfare Centre (DBSWC) has completed 6 (six) projects and the rest three NGOs have completed four projects each till the time of the study.
10. The donor's agencies for the four NGOs are both from outside India and within India. For Don Bosco Social Welfare Centre (DBSWC) the donor agencies are namely; (i) ActionAid India, (ii) Indo Global Social Service (IGSS), (iii) Bonn Germany, (iv) Lillian Fonds, (v) Catholic Relief Scheme (CRS), (vi) Caritas India and (vii) CSI- Belgium. For Development Agency for Tribal People (DATP) the donor agencies are namely; (i) Evangelische Entwicklunsdients (EED Germany), (ii) Jamesedji Tata Trust (JTT) and (iii) Indo Global Social Service (IGSS). For People Endeavour for Social Change (PESCH) the donor agencies are namely; (i) Evangelische Entwicklunsdients (EED Germany) and (ii) Jamesedji Tata Trust. For Rongmei Naga Baptist Association (RNBA) the donor agencies are namely; (i)) Evangelische Entwicklunsdients (EED Germany), (ii) Jamesedji Tata Trust (JTT) and (iii) Sir Debojit Tata Trust.

11. During the survey it was observed that the infrastructure of the four NGOs like building, office equipments like computer and internet are maintained by the offices. The four NGOs have their own permanent plots, buildings and offices to carry out their work even in future in developmental programs.

Process of Planning of Project by NGOs

12. In planning process the major criteria for the selection of project areas by the four NGOs has been their remote location, low level of awareness among the people and poor quality of life and backwardness of the area in the district of Tamenglong.

13. For identification of problems in the project area, all the four NGOs have conducted Participatory Rural Appraisal (PRA). PRA provides the project scientist and staff opportunity to get gaining first-hand information and insights into the project area in general and the problems of the resource management as well as to learn from the stakeholders and farmers in particular.

14. In all the four NGOs it was found that Participatory Rural Appraisal (PRA) was done by following bottom-up approach in which indigenous technical knowledge of the local people and the ways and means are built or refined to generate appropriate technologies.

15. During the field survey it was found that all the four NGOs have done micro-planning during their planning period. Micro-planning is a process of analyzing data and developing activities which address and highlighted issues to be taken up during the implementation of the project.

16. It was also observed during the field visit that all the four NGOs have conducted baseline survey in the project area during the planning process. Baseline survey is a tool which helps in collecting information about socio-economic data of the village, demographic features, infrastructure in the village, social parameters, skill available in the village, social capital, livelihood of households, average income and expenditure of every household in the village.

17. During the planning process out of four NGOs, three NGOs namely; (i) Development Agency for Tribal People (DATP), (ii) People Endeavour for Social Change (PESCH) and (iii) Rongmei Naga Baptist Association (RNBA) have conducted market survey which helped them to find out the problem, needs and situation of the project target areas.

18. During the planning process the four NGOs have formed a committee in every project villages consisting of 6-7 members selected from village council, church leaders and youth to look after the beneficiaries at the time of implementing the project. The four NGOs have given different names to these committee namely; (i) Village Level Committee (VLC) for Development Agency for Tribal People (DATP), (ii) Development Committee Team for Don Bosco Social Welfare Centre (DBSWC), (iii) Village Development Committee (VDC) for People Endeavour for Social Change (PESCH) and Rongmei Naga Baptist Association (RNBA).
19. During the planning period all the four NGOs have identified the problems in the targeted project areas through Participatory Rural Appraisal (PRA), Micro-planning and Baseline survey. After the finding of problems in the project areas the four NGOs have formulated the project in consultation and intervention with the village people of the affected area. In formulating the project the three NGOs namely; Development Agency for Tribal People (DATP), People Endeavour for Social Change (PESCH) and Rongmei Naga Baptist Association (RNBA) have discuss various issues in organizational level as well as in consultation with partner NGOs.
20. During the field survey it was observed that all the four NGOs have prepared the shelf of project after the consolidation of data in the project areas. Project proposal has been prepared as per the finding of the project areas. Then the proposal was scrutinized at the consultation meeting of the partner NGOs along with the funding Agencies. After the final consolidation, the proposal has been made by the chief functionary of the NGOs.
21. It was observed during the field visit that the time taken for the approval of the project by the donor agencies commonly took 6-7 months for the four NGOs. During the formulation and proposal of the project the four NGOs have estimated the cost and benefit analysis as well as resource inventory for the implementation of the project. In case of Development Agency for Tribal People (DATP) during the planning process the organization has developed a tool called Logical Framework Analysis (LFA) through which expected results and outcome can be traced regularly during monitoring the project.
22. In all the four NGOs there were no much differences in selection and identification of beneficiaries of the project. The three NGOs namely;

Development Agency for Tribal People (DATP), People Endeavour for Social Change (PESCH) and Rongmei Naga Baptist Association (RNBA) the selection of beneficiaries was based on baseline survey and wealth ranking tools of PRA. In the selection of beneficiaries, poorest among the poor have been selected in each project village. In case of Don Bosco Social Welfare Centre (DBSWC), both wealth ranking and the Govt. issue BPL card are used in selection of beneficiaries in the project villages. Besides, the local committee formed by each NGO in every project villages took the main role in identification of beneficiaries of the project.

23. During the planning process of the project the three NGOs namely; (i) Development Agency for Tribal People (DATP), (ii) People Endeavour for Social Change (PESCH) and (iii) Rongmei Naga Baptist Association (RNBA) have develop a Capacity Building program /training in each project village in order to built unity among the leaders within and outsides the villages of every project area.
24. During the planning period, it was observed that capacity building of the staff was made through attending workshops, seminar, orientation program and training at various levels with other partners NGOs and Govt. agencies. It also observed that all the four NGOs have conducted exposure trip for the staff in order to gain self confident while working in various activities of the project.

Process of Implementation of Project by NGOs

25. To study the process of implementation of project by NGOs, one completed project from each of the four NGOs were selected. The selected projects are namely; (i) Promoting Tribal Livelihood and Food Security Through Community Development Base Land and Bio-diversity Management from *Development Agency for Tribal People (DATP)*, (ii) Rural Development Program (long term sponsorship) from *Don Bosco Social Welfare Centre (DBSWC)*, (iii) Environment Development and Management Program from *People Endeavour for Social Change (PESCH)* and (iv) Environment Development and Management Program from *Rongmei Naga Baptist Association (RNBA)* respectively. The criteria for the selection of the project were in their relevant to rural development.
26. During the field survey it was found that the duration of the project for each NGO varies depending upon the nature of the project they took up. The duration of the project of Development Agency for Tribal People (DATP) and People Endeavour

for Social Change (PESCH) was 3 (three) years in case. However, the duration of the project was 4 years and 10 years in case of Don Bosco Social Welfare Centre (DBSWC) and Rongmei Naga Baptist Association (RNBA) respectively.

27. The formulation of schemes by the four NGOs depends on the baseline survey conducted during the planning period of the project. The schemes were selected according to the needs of the beneficiaries. The local committee formed by the four NGOs in every project villages also helped in selecting the schemes for the beneficiaries.
28. It was found during the survey that after receiving the fund from the donor Agencies, all the four NGOs handed over the fund to the local committee formed by each of the four NGOs in every project villages. The local committee disbursed the amount to the selected beneficiaries of the project.
29. During the first entry period of implementation process, the three NGOs namely; (i) Development Agency for Tribal People (DATP), (ii) People Endeavour for Social Change (PESCH) and Rongmei Naga Baptist Association (RNBA) conducted training and activities like book keeping, record maintenance and social audit to the members and local committee.
30. It was found during the survey that the three NGOs namely; (i) Development Agency for Tribal People (DATP), (ii) People Endeavour for Social Change (PESCH) and Rongmei Naga Baptist Association (RNBA) have common types of schemes like land development, water resources and plantation schemes. In case of Don Bosco Social Welfare Centre (DBSWC) only two scheme namely plantation and land development similar with the other three NGOs. It was also found that all the four NGOs have given training to the beneficiaries related to their scheme at the time of implementing the project.
31. During the field survey it was found that *Development Agency for Tribal People (DATP)* has implemented types 7 schemes namely; (i) Plantation, (ii) Land terrace, (iii) Fishery Pond, (iv) Bio-diversity garden, (v) Irrigational canal, (vi) Vermin compost and (vii) back yard nutrition garden. *Don Bosco Social Welfare (DBSWC)* has implemented 5 types of schemes namely: (i) Plantation. (ii) Credit for disable, (iii) Low cost latrine, (iv) Roof for work and (v) Grain bank. *People Endeavour for Social Change (PESCH)* has implemented 8 types of schemes namely; (i) Plantation, (ii) Fishery Pond, (iii) Animal husbandry, (iv) Land terrace, (v) Dam construction, (vi) Vermin compost, (vii) Carpentry and (viii)

Blacksmith. And *Rongmei Naga Baptist Association (RNBA)* has implemented 9 types of schemes namely; (i) Irrigational canal, (ii) Fishery pond, (iii) Small dame, (iv) Animal husbandry, (v) Land terrace, (vi) Plantation, (vii) Carpentry, (viii) Blacksmith and (ix) Vermin compost. Besides, *Development Agency for Tribal People (DATP)* have constructed one water tank for one village and *People Endeavour for Social Change (PESCH)* have constructed on public toilet at the time of implementing the project.

32. It was found during the field survey that the project amount sanctioned to Development Agency for Tribal People (DATP) by donor agency was Rs. 1609778. The same amount was released and the total expenditure was Rs. 1609770. The project amount sanctioned to Don Bosco Social Welfare Centre (DBSWC) was Rs. 20106602. The same amount was released and the total expenditure was 19491574. For People Endeavour for Social Change (PESCH) the project amount sanctioned was Rs. 2341413. The same amount was released and the total expenditure was Rs. 2327700. The project amount sanctioned to Rongmei Naga Baptist association (RNBA) was Rs. 2556285. The same amount was released and the total amount of expenditure was Rs. 2556130. It was also found that all the four NGOs received the funds in installment basis.
33. At the time of implementing the schemes, the four NGOs have formed Self Help Group (SHG) in every project villages. Development Agency for Tribal People (DATP) has formed 20 Self Help Group (SHG), Don Bosco Social Welfare Centre (DBSWC) has formed 52 SHG, People Endeavour for Social Change (PESCH) has formed 25 SHG and Rongmei Naga Baptist Association (RNBA) has formed 29 SHG in every project villages.
34. It was observed during the field visit that numbers of training were held in every village by the NGOs for the beneficiaries at the times of implementing the project. Development Agency for Tribal People (DATP) has conducted training for 35 times , Don Bosco Social Welfare Centre (DBSWC) has conducted training for 27 times, People Endeavour for Social Change (PESCH) has conducted training for 30 times and Rongmei Naga Baptist Association (RNBA) has conducted training for 5 times only.
35. At the time of implementing the project, it was found that three NGOs namely; (i) Development Agency for Tribal People (DATP), (ii) People Endeavour for Social Change (PESCH) and (iii) Rongmei Naga Baptist Association (RNBA) have

implemented the project in phase-wise (a phase consist of 6 months each). And also it was observed that all the four NGOs have followed a system of Annual Action plan, an activities which is to be carried out for the next year.

36. It was observed during the survey that the local committee namely; (i) Village Development Committee (VDC), (ii) Development Committee Team (DCT) and (iii) Village Level Committee (VLC) formed by the four NGOs in every project villages looks after the project activities at the time of implementing the project. These committees were given responsibilities to handle the problems in the process of implementation of project in the absence of the NGOs staffs.
37. During the field survey it was found that monitoring was done at different levels by the four NGOs. People Endeavour for Social Change (PESCH) and Rongmei Naga Baptist Association (RNBA) monitoring was done at the initial stage by the local committee formed by the NGO. The local Committee maintained additional records and files at the time of implementing the project. At the same time it was also found that the project staff or the coordinator visits the field every month. In case of Development Agency for Tribal People (DATP) and Don Bosco Social Welfare Centre (DBSWC) monitoring was done by the staff of the NGOs.

Socio-economic Background of the Beneficiaries

38. In three NGOs namely; DATP, DBSWC and PESCH majority of the beneficiaries with near about three fifth (58%) were from male section and with over two fifth (42%) were from women section. In PESCH majority were female. Thus, majority of beneficiaries were from male section.
39. Beneficiaries with near about one third (31.5%) monthly income was below Rs. 1500 followed by over one fifth (21.5%) were from Rs. 1501-2000 and only few with (2.5%) of beneficiaries' from DATP, PESCH and RNBA monthly income exceed 4000 above. Most of the Beneficiaries monthly income was very low as they were depending on natural products alone.
40. Majority of beneficiaries with about three fifth (59%) get education upto primary level and very few with (20%) beneficiaries got upto high school level.
41. Beneficiaries with almost half (45.5%) of family have between five-seven members and very few with (19.5%) have family members between two-four.
42. Almost all (97%) of beneficiaries are engaged in cultivation and very few are engaged in other occupation such as backsmith (1%) and carpenter (2%) as their

occupation. People living in the rural villages engaged purely on agricultural activities.

Participation of Beneficiaries in the Project

43. In all the four NGOs, it was found that all the male beneficiaries are enrolled as beneficiary with NGO through village committee and all the female were enrolled through village committee and SHG.
44. Almost all the beneficiaries with over nine-tenth (91.5%) do not know the details of the project of NGO and very few one tenth (8.5%) of beneficiaries know the details about the project of NGO.
45. Majority of beneficiaries with about nine-tenth (85%) know the mission and objectives of NGO and only about one tenth (8.5%) of beneficiaries do not know.
46. Majority with about three fourth (71.5%) of beneficiaries know the purpose of the scheme and over one fourth (28.5%) of beneficiaries do not know the purpose of the scheme.
47. Majority with over half (55%) of beneficiaries attended awareness camp for more than (5) five times and with about half (45%) of beneficiaries attended awareness camp from one-five (1-5).
48. Majority with over fourth fifths (82.5%) of beneficiaries are not aware about the fund and the funding agency and only about one fifth (17.5%) of beneficiaries are aware of the fund and the funding agency.
49. All the women beneficiaries were linked with Self Help Group (SHG) and only two women are not linked with SHG. The reason for linking with SHG was that the beneficiaries were motivated by NGOs.
50. Majority with about three fourth (74.3%) have joint SHG for 6-10 (six-ten) years, followed by few with 15.9% joint SHG for 1-5 years and only few with 9.8% joint for 11-15 years. women beneficiaries from Don Bosco Social Welfare Center have more duration in joining Self Help Group.
51. Majority of women beneficiaries from the four NGOs with over four fifths (84.44%) have joined SHG through and only few with about one tenth (8.6%) of beneficiaries have joined through self awareness.
52. All the women beneficiaries' purpose of joining SHG were for financial support and about nine tenth (86.5%) for both financial as well as economic support.

53. Majority with over half (51.2%) of women beneficiaries have responded that their Self Help Group (SHG) is given Rs.5001-10,000 by the NGO in order to start their activities.
54. Most of the women beneficiaries with about three fourth (76.8%) have taken loan from the NGO, only about one fourth (23.2%) do not take loan and almost all beneficiaries with (96%) took loan from Rs. 4001-6000.
55. Majority, over three fifth (63%) of beneficiaries received their fund under various schemes in cash and with over one third (37%) of beneficiaries received in kind i.e. sapling of different plant such as banana, potato, orange and ginger etc. depending upon the nature, types and requirement of the schemes.
56. Majority of beneficiaries, near about three fourth (72.5%) received their benefits/facilities available under the scheme from Public distribution system and over one fourth (27.5%) received from NGOs office.
57. Most of the beneficiaries with over three fifths (60.5%) were benefitted since three years and only beneficiaries from Don Bosco Social Welfare Centre benefitted for more than three years.
58. Out of 12 various schemes, majority with over two-fifths (43%) of beneficiaries were from plantation/farming scheme and the lowest were for blacksmith scheme. And in DBSWC and DATP no blacksmith scheme was given to the beneficiaries.
59. Under terrace development scheme, over two-fifth (44.4%) of beneficiaries made/developed land terraces in number from 101-150 and with near about two-fifth (38.9%) of beneficiaries made from 151-200.
60. Almost all the beneficiaries with (94.4%) land terraces were converted cultivable land from uncultivable land under the scheme while very few (5.6%) beneficiaries land terraces were not successful. The reason for not success was their misused of scheme.
61. In regarding fishery pond, beneficiaries with near about seven-tenth (69.2%) expanded the capacity of pond from 51/11ft-60/20ft, followed by 15.4% expanded from 71/31ft-80/40ft and few with 7.7% each expanded from 50/10ft and 61/21ft-70/30ft respectively under fishery scheme.
62. And majority with over four-fifth (84.6%) of the beneficiaries have responded that fish rearing has increased their income.

63. Majority about four-fifth (84.6%) of the beneficiaries have succeeded in fishery pond, In People Endeavor for Social Change all the beneficiaries have succeeded in fishery pond.
64. All the male beneficiaries who opted for Irrigational canal have achieved the target as decided by NGO/funding agencies successfully and have been benefited. Beneficiaries with one third (33.3%) each have made irrigational canal from 201-300 meters and above 300 meters, and few (22.3%) have made from 100-200 meters.
65. All the beneficiaries from two NGOs accepted that their quantity and quality of paddy yield increased through irrigational canal scheme due to relatively better and improved irrigational facilities.
66. Beneficiaries who got animal husbandry scheme, majority about seven-tenth (70.4%) responded it as profitable for them and over one fifth (25.9%) responded as not profitable for them. The reason for not being profitable was that animal died out of poor rearing system where the villagers could not access to treatment as they were living in remote villages.
67. Majority about nine-tenth (87.9%) of beneficiaries responded that crop plantation or farming were productive over one-tenth (10.9%) responded partially and only few (1.2%) of beneficiaries have failed. the reason for the failure of crops was due to unfavorable climate.
68. Beneficiaries who got blacksmith scheme, all of them made Knife, three-fourth (75%) of beneficiaries made spade and half (50%) made ploughing tools. About three-fourth (75%) of beneficiaries responded that they can continue blacksmith as their profession in future. In People Endeavour for Social Change all of them responded that they can continue blacksmith as their profession.
69. Beneficiaries who got carpentry scheme, with three-fourth (75%) of beneficiaries made bed, almirah and chair, half (50%) of beneficiaries make benches. In Rongmei Naga Baptist Association all the beneficiaries make bed and chair. And majority about three-fourth (75%) of beneficiaries responded that they can continue as their profession.
70. Beneficiaries who make vermin-compost responded that one-tenth (10%) of beneficiaries made it for their personal used and four-fifth (80%) made for selling/marketing. Majority about seven-tenth (70%) of the beneficiaries have

earned profit from vermin compost. This vermin compost was used as manure for cultivation especially for kitchen garden.

71. Majority about three-fourth (78.5%) of beneficiaries are satisfied with the training given by the NGOs. And with about seven-tenth (68%) of beneficiaries most satisfied with the input of the training.
72. Majority two-third (67%) of beneficiaries responded the training given by the NGOs was most beneficial and very few (0.5%) of beneficiaries responded partially beneficial.
73. Majority about three-fourth (78.5%) of beneficiaries got more confidence after the training given by the NGOs, about one fifth (19%) of beneficiaries do not response and few (2.5%) are responded partially.
74. Almost (92%) of beneficiaries have started their production activities and only few (8%) of beneficiaries have not started their production activities.
75. The reason for not starting the production was that less than one tenth (6.25%) of beneficiaries misused the scheme and nine tenth (93.75%) of beneficiaries' schemes were successful
76. About two-third (65.5%) of beneficiaries responded that the problem for selling their products was no proper market within the village. And three fifths (60%) of beneficiaries responded that both for no proper market as well as low quality of products.
77. Majority about three-fourth (74.5%) of beneficiaries are satisfied about the scheme they got from the NGO, one fifth (20%) of beneficiaries are partially satisfied, 3% of beneficiaries are not satisfied with scheme and 2.5% don't responded. In Development Agency for Tribal People over four-fifths (84%) of beneficiaries are satisfied with the scheme.
78. Majority about three-fourth (78.4%) responded that the reason for not satisfaction of scheme was short duration of the project, over two-fifths (43.1%) responded delayed of scheme delivery and very few (5.8%) responded communication problem with the NGO staffs.
79. Majority about three-fourth (73.5%) of beneficiaries have responded that their socio-economic condition have improved, followed by about one fifth (16.5%) of responded that their socio-economic condition improved partially and few (2.5%) responded negatively. Beneficiaries' reason for negative response was that they misused the amount of money.

80. Majority (70.5%) of the beneficiaries were satisfied about the schemes, followed by about one-fifth (17.5%) partially satisfied and very few (2.5%) beneficiaries responded negatively.
81. Majority about nine-tenth (88.5%) of beneficiaries got full support from the NGO, and only few (1.5%) of beneficiaries responded negatively.
82. Majority three-fifth (61%) of the beneficiaries received monitoring regularly from the NGO at the time of implementation, followed by about two fifths (39%) received yearly.
83. Most of the beneficiaries with about three-fifths (58.5%) faced difficulties in transportation while receiving the scheme, followed by difficulties in bank transaction with about three-tenth (28.5%) and communication difficulties with NGO office with over one-tenth (13%) respectively. In Rongmei Naga Baptist Association (RNBA) majority (88%) faced with transportation problem.
84. All the beneficiaries from both male and female responded that their family income has increased and with over nine-tenth (91%) of beneficiaries responded both family income and method of cultivation have improved due to NGOs activities.

Impact of the project on Beneficiaries

Jhum or shifting cultivation remains the main dominant type of cultivation in Manipur. This type of cultivation is also commonly known as slash-and-burn agriculture or rotational bush fallow agriculture. In Tamenglong district shifting or jhum cultivation is widely practiced in all the areas inhabited by different tribes. It is composite types of farming where almost all the varieties of vegetables and cereals are grown in a single field. After cultivation of crops for a shorter duration, the land remains fallow for longer period for regeneration of vegetation and soil nutrients until the cycle repeat again. Shifting cultivation of Manipur is believed as the most primitive, labour intensive and rainfed system for sustenance. Therefore it is difficult to ascribe shifting or jhum cultivation as a source of livelihoods in the modern ages. In order to upliftment of the livelihood of the villagers, it is must to adopt practice of terrace cultivation. Two of the four NGOs namely; RNBA and DATP have initiated in their project a scheme of terrace cultivation along with irrigation scheme and adoption of new cash crops and necessary skill for this.

Thus, the impacts of the projects undertaken by the NGOs under the study can be analysed in terms of ownerships, size of land, level of education, occupation and income through various schemes and training such as digging of small irrigational canal, plantation of crops, making of land terraces, animal husbandry, blacksmithy, carpentry, bio-diversity garden, dam construction and fishery have brought desirable improvement on the beneficiaries.

1. Almost all the beneficiaries' land was converted into permanent cultivable land terraces abandoning the traditional ways of shifting/jhum cultivation through the scheme. While in case of very few beneficiaries making of land terraces was not successful due to the misused of funds provided to the beneficiaries under this scheme.
2. All the beneficiaries who opted scheme for digging the small irrigational channel from the stream to their paddy field have achieved successfully and have been benefited. All the beneficiaries accepted that their quantity and quality of paddy yield increased through the scheme due to relatively better and improved irrigational facilities than before.
3. About more than fourth-fifth of beneficiaries responded that crops plantation or farming were productive with the introduction of better sapling and new technique of farming such as using manure and chemical like pesticides. The reason for the failure of crops was due to unfavorable climate. About four-fifth of beneficiaries who opted bio-diversity garden or back yard garden (rearing of medicinal plants and traditional rare species of flowers) responded that it was productive and raised their income by selling in the market.
4. Beneficiaries who got animal husbandry scheme (rearing domestic animals such as pig, duck and poultry), with over seven-tenth responded it that was profitable for them and over one-fifth responded that it was not profitable for them. The reason for not being profitable was that animal died out of poor rearing system where the villagers could not access to treatment as they were living in remote villages.
5. Beneficiaries who got blacksmithy and carpentry schemes were trained and given materials by the NGOs for making such as spade, knife, ploughing tools, making bed chairs and benches. About three-fourth beneficiaries each from two NGOs intended to continue blacksmithy and carpentry for livelihood. The development

of these skills among the beneficiaries will be helpful in having better life chances.

6. Majority (seven-tenth) of the beneficiaries have earned profit from vermin compost. This vermin compost was used as manure for cultivation especially for kitchen garden. In regarding fishery, majority (over four-fifth) of the beneficiaries have responded that fish rearing has increased their surplus income besides agricultural products.
7. A number of beneficiaries (about seven-tenth responded that the training such as records maintenance, book keeping, social audit and medical awareness camp given by the NGOs was very beneficial. Beneficiaries about four-fifth responded that they got more confidence after the training given by NGOs. The reason for partially success was that most of the beneficiaries were not highly educated and have difficulties in understanding the new terms used by the NGOs officials.
8. Near about three fourth of beneficiaries were satisfied with the scheme they got from the NGO. However, the beneficiaries' reason also pointed out the reasons for their dissatisfaction from the scheme. About half of the beneficiaries responded that the project amount was less, and about four-fifth responded that short duration of project was the reason and about two-fifth responded that delays implementation of scheme was the reason.
9. Most of the beneficiaries (nine-tenth) started their production activities such as growing cash crops and vegetables through NGOs schemes and only nearly about one-tenth of beneficiaries have not started their production activities. The reason for not starting the production was that these beneficiaries misused the funds given to them under the scheme and nine-tenth of beneficiaries' scheme was successful.
10. About three-fourth of the beneficiaries responded that their socio-economic condition has improved much and almost all beneficiaries from both male and female responded that their family income has increased, and with over nine-tenth of beneficiaries responded that both family income as well as method of cultivation have improved due to NGOs scheme and activities.
11. It was found that common scheme such as construction of public toilet and water tank were successful and now the beneficiaries have better access to safe drinking water reducing water prone diseases like malaria and typhoid. Now, through various schemes, beneficiaries are able to generate more income, produced more

food and thereby reduced the scarcity of food during lean season. The local committee formed by the NGOs have improved their knowledge on development concept and goal and expressed their enthusiasm that these rural development project was a felt need for the prevailing situation in rural areas.

Thus, overall picture emerged from the above findings is that the projects undertaken by the NGOs were able to have a positive impact on their life. It help them not only in shifting from traditional practice of jhum cultivation to terrace cultivation in their agricultural fields but with irrigation facility provided through scheme also helped them in growing cash crops like vegetables etc. Use of pesticides, insecticides and HYV seeds resulted into surplus production. The skills developed through schemes like carpentry and blacksmithy leads to better livelihood and also improved their consumption pattern. The facility provided for safe drinking water helped in controlling water borne diseases in the area under study and quality of life has improved as result of these projects.

Suggestion

1. Although the office bearers of the four NGOs under study were well educated and have potential to undertake the rural development projects, but most of the working staff were not having required skills especially in accounting and field survey. Only two NGOs namely; Rongmei Naga Baptist Association (RNBA) and People Endeavour for Social Change (PESCH) have recruited one accountant and one person for field survey. Therefore, it can be suggested that NGOs must recruit skilled and professional staff for accounting and field survey.
2. During the planning process all the four NGOs have formed a local committee in every project village consisting of 6-7 members selected from village council, church leaders and youth to look after the beneficiaries at the time of implementing the project. However, it was observed that the local committee was not able to handle the task efficiently given to them by the NGOs. Therefore, NGOs need to build more capacity among the members and local committee through training and workshop in order to have smooth implementation of the program.
3. It was observed that all the four NGOs have prepared the shelf of project by themselves without involvement of any external expert. There would be more

effective in proposal for the project if the NGOs involved some professional experts in the process of preparing the project.

4. It was found that at some occasions NGOs delayed in delivering the scheme to the beneficiaries. This affected the beneficiaries especially those beneficiaries who opted for plantation during monsoon season. The NGOs need to have a systematic ways to deliver the scheme at specific time.
5. It was observed that at the time of delivery of scheme the amount was disbursed in cash to the beneficiaries. NGO need to developed alternative ways as some of the beneficiaries misused the cash for other purposes given to them for particular scheme.
6. One of the reason for the failure of animals husbandry scheme was absence of support in cases when the animal given under scheme fell sick. In absence of treatment the animal died and whole investment gone in vein. It is suggested that the NGOs must use 'cluster approach' in such schemes so that necessary forward and backward linkages can be provided effectively. It also suggest to have proper coordination with animals husbandry department of the state as such facilities cannot be provided by the NGOs themselves. NGOs and state government departments must development proper coordination in such cases. NGOs can have also coordination with other NGOs working in the same area and having similar projects and scheme. A district and block level committee of NGO functionalities will be more effective to deal such situation. They may also coopt the project officer, DRDA and district level officers of the concerned department and BDOs of the concerned block as well.

Conclusion

Non-Governmental Organizations deem active participation by the poor in their development process as an essential precondition to their empowerment, participation not only in the implementation of programmes or projects but also in their conception, design, monitoring and evaluation. Over the years, NGOs have developed highly effective participatory processes to increase the involvement of the poor in their own development processes to analyse and to act upon their situations through their own eyes, and not as defined by external entities or development agencies. Many of these participatory tools and methodologies have gone on to be adopted by official development agencies and, increasingly, by governments

(Dharmarajan, Shivani 1998). In the present study, the four NGOs have done Participatory Rural Appraisal (PRA) by following bottom-up approach, conducted micro-planning and have conducted baseline survey in the project area during the planning process. It shows that the four NGOs have taken the necessary steps at the time of planning the project. The four NGOs have formed a committee in every project villages consisting of 6-7 members selected from village council, church leaders and youth to look after the beneficiaries at the time of implementing the project. In formulating the project the three NGOs namely; Development Agency for Tribal People (DATP), People Endeavour for Social Change (PESCH) and Rongmei Naga Baptist Association (RNBA) have discussed various issues at organizational level as well as consultation with partner NGOs. This shows that in the present study participation of local were seen at the time of the planning period. The four NGOs have prepared the shelf of project after the consolidation of data in the project areas. Project proposal has been prepared as per the finding of the project areas. Then the proposal was scrutinized at the consultation meeting of the partner NGOs along with the funding Agencies. The four NGOs have the notion of shelf of project. The local committee formed by each NGO in every project villages took the main role in identification of beneficiaries of the project. During the planning process of the project the three NGOs have developed Capacity Building program. Singh, V.P. (1995) in his study on Planning and implementation of National Rural Employment Program in Assam has pointed out that “in the case of Assam the notion of shelf of project was not understood in its original meaning and an *ad hoc* arrangement preparing an annual plan led to a number of dilemmas” (p.157). He suggests that “without proper area planning and decentralized planning with active participation of rural population their success in development programmes would remain a dream” (p. 168). But, in contrary to the study made by Singh (1995), the NGOs have followed the necessary steps in planning the project and the notion of shelf of project was clear to them as well as participation of local was ensured during the planning period.

The utilization of funds depends on the capacity of the implementing agency and the function allocations for implementation. In the present study, after receiving the funds from the donor Agencies, the four NGOs have handed over to the local committee. The funds were disbursed according to the scheme wise. It was observed that there was no discrepancy in the flow of fund and all the four NGOs received fund

in installment basis. Development Agency for Tribal People (DATP) has invested the highest amount on land development scheme with an amount of Rs. 65800 and the lowest amount of investment was on fishery scheme with an amount of Rs. 95000. Don Bosco Social Welfare Centre (DBSWC), the highest amount of investment was on right to food and livelihood scheme with an amount of Rs. 8025878 and the lowest amount was for disabled persons with an amount of 870854. In People Endeavour for Social Change (PESCH) the highest investment was on animal husbandry scheme with an amount of Rs. 464225 and the lowest investment was scheme on blacksmith with an amount of Rs. 15000. And in case of Rongmei Naga Baptist Association (RNBA) the highest amount of investment was on animal rearing scheme with an amount of Rs. 464200 and the lowest amount was invested on scheme for blacksmith with an amount of Rs. 16000. The total sanctioned funds of the project for the four NGOs were released and the funds were utilized properly according to the scheme. And the implementations of the project by four NGOs were done successfully. The success of the project was due to the participation of local at the time of implementing the project. B.P. Maithani and V.P. Singh (1987) in his study on implementation of National Rural Employment Program in Arunachal Pradesh substantiate the view that “most of the schemes could not be completed because of the inadequacy of funds. There is, therefore, no alternative to increasing the flow of fund under NREP to the hilly and tribal areas of north-east by expanding the criteria to includes deficiencies of infrastructure, remoteness etc.” (p. 385). Singh (1999) also made a study on the role of NGOs in rural development in North-East with special reference to the states of Assam and Mizoram. The study revealed that “voluntary organizations in North-East India are not much experienced in handling rural development projects”. (Singh, 1999: p.125).

Thus it can conclude that the present study is in contrary to the study made by the above researchers (Maithani and Singh 1987) in case of implementation of National Rural Employment Program in Arunachal Pradesh where the local people did not involved at the time of implementing the project. It can be cited from the above discussion that Non- Governmental Organizations are performing much better than the Government agency in implementing the project in the rural areas.

Voluntary action has a long tradition in India. It played a vital role in demonstrating interventions towards improving the quality of life of rural

communities. Through conscientisation, awareness generation and capacity development processes, they attempt to break the cycle of deprivation and poverty to enable rural poor to assert their rights and lead a dignified quality of life (Thakur, Devendra & Thakur D.N.1997). The four NGOs in the present study have played a vital role in the process of rural development in Tamenglong district of Manipur in terms of socio-economic lives of the rural people. It was found that the impact of the project on the beneficiaries have seen to a great extent. In agricultural aspect majority with 94.4 percent of beneficiaries' terraces were cultivable under the scheme, in plantation of crops majority with nine tenth (87.7) of beneficiaries plantation scheme were productive. In animal husbandry majority with seven tenth (70.4) of beneficiaries were productive. In regarding carpentry and blacksmith smith scheme, most of the beneficiaries can continue as their profession. In regarding about the training given by the NGOs, majority with 68 percent of beneficiaries are satisfied and they were most satisfied with the input of the training as well as with about two third (67%) responded most beneficial. Most of the beneficiaries with almost 92% have started their production activities and most of them sold their products to the nearest town from their village. Majority of the beneficiaries with nearly three fourth (73.5%) have responded that their socio-economic conditions have improved through schemes. And all the beneficiaries from both male and female responded that they have impact on both family income and method of cultivation through NGOs activities. Singh M.R. has made an attempt to provide better understanding of NGOs working in Manipur and their problems by taking up micro level study. He conducted a survey during (2000-2001) in two tribal villages in Manipur by name Khangsin and Minou. He concluded that NGOs are playing active role in development activities in the field of education, health and sanitation, women and children to improve the quality of life (Singh M.R. 2004). Thus from the above discussion it can be drawn that the project of four NGOs have influenced the rural people in many ways. Through the project of NGOs socio-economic lives especially family income and agricultural products of the beneficiaries have improved, the participation of rural people in development projects have increased to some extent. The role of NGOs in rural development not only undertakes constructive work but also exercise surveillance over the government in its role as a rural developer. They criticized government policies and programmes and provide an essential communication channel by keeping the government brief about the success and failures of rural development programmes

(Shri Ram Meheswari, 1995). Therefore, it can be cited clearly from the above findings and discussion given by the earlier researcher that the role of NGO is to act as an agency in rural development task as well as a surveillance organization over government role in the process of rural development.