

CHAPTER 4

PLANNING PROCESS OF RURAL DEVELOPMENT PROJECTS BY NGOs

In this chapter an attempt is made to study the planning of project by four NGOs in Tamenglong District of Manipur. The four NGOs are (i) Development Agency For Tribal People /DATP (ii) Rongmei Naga Baptist Association/RNBA (Relief and Development) (iii) Don Bosco Social Welfare (DBSW) and (iv) People's Endeavour For Social Change (PESCH). According to the Oxford Dictionary, planning or plan "is a detail proposal or process for doing or achieving something. It is a decision or preparation in advance for something to be made or built". In order to study their strategies, approach and planning adopted by these four NGOs in implementation of their project, the detail study of project planning adopted by each four particular NGOs are discussed in this chapter.

PLANNING PROCESS OF PROJECT BY PEOPLE ENDEAVOUR FOR SOCIAL CHANGE (PESCH)

The major drives for selection of these villages by the organization has been their remoteness, lack of facilities, low level of awareness among communities, poor quality of life, tow access to government welfare services. The organization had done base line data, PRA, Market survey and Micro planning before intervention of the program. This base line, PRA, Market survey helps to find out the problems, needs and situation of the project target areas.

Identification of Problem in the Area

Baseline is a tool to collect information about socio-economic data of the village, demographic features, and infrastructure in the village, social parameters, and skills available in the village, social capital, and livelihood of households, average income and expenditure of every household. This baseline data provides the project with first hand primary information for situation analysis of the area. PRA helps in generating information from the villagers and collection of data for future use of project. Market survey is done to know the local productions which are available in the village or area. After finding out or assessment of all the necessary information from the PRA, micro planning is possibly based on the needs of the community to plan things for future course of action. In finding out the core problem the organization did listing and describing key problems, grouping problems and analyzes

it. The consolidated information (a proposal) was sent to RRC/RNBA and then preparation of a work programmed is designed for the project activities.

Participatory Rural Appraisal

Participatory Rural Appraisal (PRA) is a strategy adopted so as to provide the project scientist and staff opportunity for gaining first-hand experience and insight into the project area in general and the problems of the resource management and farming in particular, i.e. learning from the stakeholders and farmers. The principles behind it include collective, local participation within the change process. It is based on the belief that local community members understand their issues more comprehensively the outside development agencies and must simply be empowered to harness this indigenous knowledge to overcome their problems. PRA is thus founded on a bottom-up approach that appreciates indigenous technical knowledge of the farmers and the ways and means to built or refine on them to generate appropriate technologies. It thus provides the farming community with a bird's eye view of their ways of living, needs, resources, priorities, problem and prospect and consequently enables them to realize their potentials and understand their problems. Through PRA exercise, the problems in the project area were highlighted.

Micro-planning

Once the participatory rural appraisal takes place, a process of analyzing data gleaned and developing activities to address highlighted issues is initiated. This process is called micro-planning.

Formulation of Project

Development of local Capacity and empowerment of village level institutions to carry out different development activities is one of the main priorities in the beginning phase of the project. The problems of the project areas have been identify at the time of carrying out base line information, PRA and micro planning. This various issues has been discussed at organizational level, RRC level and at various consultations of its partners meeting, and with consultant feedback and monitoring the project tried to solve the core problems. Taking up some physical activity for the benefit of the community during entry phase of the project in the village, facilitates the project team in winning the confidence of the village community and also in gaining their acceptance. The immediate needs/ problems of the community like

problems of irrigation, sanitation, scarcity of drinking water has been ensured by developing water tank, well, spring spot development, supply of pipe line, irrigation canal, dam, public toilet etc. The project has been formulated with participation from the local peoples and the intervention has been accomplished and could bring a great change to these vulnerable peoples who are way behind development.

Benefit Analysis

Project details cost is included in the project proposal. Regular monitoring and evaluation is very important practice of the organization. The organization also develops system of process documentation to document all the changes that are taking place. They do have system of asset management for both the village level committees and the organization. All the resources mobilized are recorded and maintained a register for all the assets developed by the project.

Preparation of Project

Base line survey had been done at the initials stage and after consolidation of the data, project proposal has been prepared as per the problems or finding of the particular areas. Then this proposal is scrutinize at the consultation meeting of partner NGOs along with the donor/funding agency. After that the final consolidation, the proposal has been prepared by the chief functionary.

Process of Identification of Beneficiaries

There are village level committees formed called Village Development Committee (VDC), User Group (UG) and SHG. Beneficiaries selection is mostly depend on the base line data and wealth ranking tools of the PRA. In this wealth ranking poorest of the poor has been identified in each project village. Base on the nature of the work/activities the organization select beneficiaries in groups, individual etc and form user group if it is community common problem like shortage of drinking water, and SHGs are the main target beneficiaries for livelihood promotion. Beneficiaries are selected by looking at the pro poor of the village from the wealth ranking of PRA. Therefore, while selecting beneficiaries decision are taken by the Village Development Committee (VDC).

Training of Staff

For intensive intervention in the project target areas, it is found that Capacity building of the staff is made through attending workshops and training at various levels with other partners NGOs and Govt. agencies. The RRC organized workshops, seminars, trainings, exposure trip, orientation and various programs for the project partner of EED/RNBA in every quarter. The consultant monitor on what aspect the staffs of the organization need to orient more and take up while working in each different activities of the project. Besides that every three months the organization have staff meeting, in that the chief functionary shares new experiences what he learned/gather. And moreover presentations and exchange learning staffs were shared by storing experiences and putting up new topics to be studied together. In this way PESCH was practicing as a learning organization by giving the opportunities to learn new things. And by convergence with government officials the organization orientation program/workshop; training and the staff were sent for short term courses.

Funding Agency/Donor

The funding agency for the People Endeavour for Social Change (PESCH) is (i) EEO Germany, JTT (Jamsejit Tata Trust), (ii) IGSSS (Indo global social service society) and (iii) SDTT (Sir Dorabjit Tata Trust) as donors. Time taken in approval of the project was depends on the donor. There is no fix time for approval of the project. However, usually it takes around six months.

PLANNING OF PROJECT BY DON BOSCO SOCIAL WELFARE CENTER/DBSWC

The planning of the Project has been a long drawn out process involving the communities, the project team and the Regional team with inputs from experts. The project team through consultations with the community over the months initiated the process of planning. The detail planning of projects by Don Bosco Social Welfare Center are discussed below;

Don Bosco Social Welfare Centre (DBSWC) has constantly strived towards ensuring the Right to Food and Livelihoods of the people by adopting the Rights Based Approach together with direct support as a part of the larger right action amongst the communities. The plan focuses on ensuring the Right to Food and

Livelihoods, Right to Education, Right to Health and Right to Human Dignity through various activities.

Identification of Problem in the Project Area

Participatory Rural Appraisal (PRA) is a strategy adopted so as to provide the project scientist and staff opportunity for gaining first-hand experience and insight into the project area in general and the problems of the resource management and farming in particular, i.e. learning from the stakeholders and farmers. The principles behind includes collective, local participation within the change process. It was based on the belief that local community members understand their issues more comprehensively the outside development agencies and must simply be empowered to harness this indigenous knowledge to overcome their problems. PRA is thus founded on a bottom-up approach that appreciates indigenous technical knowledge of the farmers and the ways and means to built or refine on them to generate appropriate technologies. It thus provides the farming community with a bird's eye view of their ways of living, needs, resources, priorities, problem and prospect and consequently enables them to realize their potentials and understand their problems. Through PRA exercise, the problems in the project area were highlighted.

Micro-planning

Once the participatory Rural Appraisal (PRA) takes place, a process of analyzing data gleaned and developing activities to address highlighted issues is initiated. This process is called micro-planning. Micro-planning was the actual planning of the organization to be taken up during the implementation of the project.

Formulation of Project

In formulating the project, Don Bosco Social Welfare Center (DBSWC) has focus on development of local capacity and empowerment of village level institutions to carry out different development activities is one of the main priorities in the beginning phase of the project. The problems of the project areas have been identify at the time of carrying out base line information, PRA and micro planning. This various issues has been discussed at organizational level at various consultations of its partners meeting, and with consultant feedback and monitoring the project tried to solve the core problems. Taking up some physical activity for the benefit of the community during entry phase of the project in the village, facilitates the project team

in winning the confidence of the village community and also in gaining their acceptance. The immediate needs/ problems of the community like problems of irrigation, sanitation, scarcity of drinking water has been ensured by developing water tank, well, spring spot development, supply of pipe line, irrigation canal, dam, public toilet etc. The project has been formulated with participation from the local peoples and the intervention has been accomplished and could bring a great change to these vulnerable peoples who are way behind development.

Preparation of Project

The organisation prepare through base line survey at the initials stage and after consolidation of the data; it has been prepared as per the problems or finding of the particular areas. Then this proposal was scrutinize by the donor/funding agency. After that the final consolidation, the proposal has been prepared by the chief functionary. The funding agency for The funding Agency for Don Bosco Social Welfare Center (DBSWC) are (i) Action Aid India, (ii) IGSSS (Indo global social service society) and (iii) Lillian Fonds, (iv) Catholic Relief Scheme (CRS) and (V) Bonn, Germany.

The project was also prepared along with the office staff of Don Bosco Social Welfare Center (DBSWC). Time taken in approval of the project has no fix time. However, usually it takes around six months.

Process of Identification of Beneficiaries

Awareness programme, knowledge and skill building of the Development Committee Team (DCT) and the village leaders are given special attention in identification of the beneficiaries in the project areas. The local committee formed by the organization involved in the times of identifying the beneficiaries. This ensures the accountability of the program to achieve as per the plans. It was found that beneficiaries were selected through BPL card holders and wealth ranking. Also Don Bosco Social Welfare (DBSWC) focuses its attention on poorer of the poor in the area. Beneficiaries selection was mostly depend on the base line data and wealth ranking tools of the PRA done during the planned period. It was based on the decision of the village committee in each project villages.

Training of Staff

During the field survey, it is found that Capacity building of the staff was made through attending workshops and training at various levels with other partners

NGOs and Govt. agencies. Don Bosco Social Welfare Center (DBSC) organized workshops, seminars, trainings, exposure trip, orientation and various programs. The consultant monitor on what aspect the staffs of the organization need to orient more and take up while working in each different activities of the project. Besides that every three months the organization have staff meeting, in that the chief functionary will shares new experiences what he learned/gather. And moreover presentations and exchange learning staffs are shared by storing experiences and putting up new topics to be studied together. And by convergence with government officials the organization orientation program/workshop; training and the staff were sent for short term courses. Training, Seminar and Workshop have been acting as essential link through which Don Bosco Social Welfare Center (DBSWC) brings awareness to the church leaders, local and NGO leaders.

Funding Agency

The funding Agency for Don Bosco Social Welfare Center (DBSWC) are (i) ActionAid India, (ii) IGSSS (Indo global social service society) and (iii) Lillian Fonds, (iv) Catholic Relief Scheme (CRS) and (V) Bonn, Germany.

Formation of Development Committee Team

For the implementation of the projects, Village Development Committee (DCT) is form in each project covered village. The number of DCT consist of 5-6 members in each village and 1-3 animators corresponding to the size of the population representing elders, women, church leaders and youths. The DCT secretaries are appointed with person posses well qualified and average age of 30 years. Each village have one (1) secretary and 1-3 animators and their average age is 28 years, and their qualification ranges from X to XII standard. The wide experiences, youthful stage and their qualification have impelling force for the implementation of project.

Building Community Resources through Collective Action

The project support community efforts for building infrastructure and community resources such as drinking water sources, roads; irrigation etc. that have become community assets and have also served as viable models for replication. It developed or built by the collective action of the community but some resource support such as material costs under the project. The project also supports the

construction of irrigation canals and check dams to improve the agricultural yield and thus enhance food security.

PLANNING PROCESS OF PROJECT BY RONGMEI NAGA BAPTIST ASSOCIATION (RNBA)

Rongmei Naga Baptist Association/ RNBA (Relief and Development) focus its thrust on making the Community base organization. RNBA adopt a holistic approach in its development process. Having its concern for the empowerment of the people and also in view of self-reliance of the people, in overall, RNBA believes and their strategy of project implementation is participatory at all levels.

Identification of the Problem

Through the PRA exercise the local problems were highlighted by the RNBA. It is a strategy adopted so as to provide the project Scientists and staff opportunity for gaining first-hand experience and insight into the tribal village scenario in general and the problems of the resource management and farming in particular, i.e., learning from the stakeholders and farmers. The principles behind it includes; collective, local participation with the change process. Water, sanitation and health: There is lack of sufficient water in the village during the monsoon as the source when it rain get mudded. This is because the tank is too small for in a bad condition. There is also sanitation problem as there is open defecation in the village as the people have poor knowledge and due to loose soil.

Social problem: There is early marriage in the village as the community is not only confined among themselves but also because there is lack of proper guidance by the parents. Additionally, alcoholism is a social problem as it is the family that gets affected by these alcoholics. Lastly, a lack of quality leaders that is making the villagers not get the benefit that is due to them. Economic problem: There is economic problem as there are no avenues for getting any job in the village at the same time this is aggravated by the transportation problem. Villager due to the lack of finances also cannot afford to venture that they are interested in. Education problem: There is education problem as there is shortage of teachers in the village which is not only hampering the students but the future generation.

Micro-planning

Once the participatory Rural Appraisal (PRA) takes place, a process of analyzing data gleaned and developing activities to address highlighted issues was initiated. This process is called micro-planning. Micro-planning is the actual planning of the organization to be taken up during the implementation of the project.

Capacity Building

There is a lot of disunity among the leaders within a particular village or inter-villages, and therefore, many developmental program that could have benefited others are not even brought to the community by the leaders. Therefore, Local Capacity for Peace Building is conducted within the villages and also with the leaders of the nearby villages.

Formulation of Project

In formulating the project, RNBA has focus on development of local capacity and empowerment of village level institutions to carry out different development activities is one of the main priorities in the beginning phase of the project. The problems of the project areas have been identify at the time of carrying out base line information, PRA and micro planning. This various issues has been discussed at organizational level at various consultations of its partners meeting, and with consultant feedback and monitoring the project tried to solve the core problems. Taking up some physical activity for the benefit of the community during entry phase of the project in the village, facilitates the project team in winning the confidence of the village community and also in gaining their acceptance. The immediate needs/problems of the community like problems of irrigation, sanitation, scarcity of drinking water has been ensured by developing water tank, well, spring spot development, supply of pipe line, irrigation canal, dam, public toilet etc. The project has been formulated with participation from the local peoples and the intervention has been accomplished and could bring a great change to these vulnerable peoples who are way behind development.

Formation of Village Development Committee (VDC)

For the implementation of the projects, Village Development Committee (VDC) is form in each project covered village. The number of VDC consist of 5-6 members in each village and 1-3 animators corresponding to the size of the population

representing elders, women, church leaders and youths. The VDC secretaries are appointed with person possesses well qualified and average age of 30 years. Each village have one (1) secretary and 1-3 animators and their average age is 28 years, and their qualification ranges from X to XII standard. The wide experiences, youthful stage and their qualification have impelling force for the implementation of project.

Preparation of Project

In the process of identifying the beneficiaries, RNBA followed a systematic guidelines based on the baseline survey. Then this proposal was scrutinize at the consultation meeting of partner NGOs along with the donor/funding agency. After that the final consolidation, the proposal has been prepared by the chief functionary. The funding agency for the organization (RNBA) were (i) EED Germany, JTT (Jamsejit Tata Trust), (ii) IGSSS (Indo global social service society) and (iii) SDTT (Sir Dorabjit Tata Trust) as donors. It was found that the approval of the project usually took from six months to seven months depending on the donor agency.

Identification of Beneficiaries

It was found that the selection of beneficiaries by RNBA was base on their PRA as well as through baseline survey. The organization select the beneficiaries mainly through wealth ranking tools as well as the most deprived and poor villagers in the project area. Village Development Committee (VDC) helped in the process of identification of beneficiaries. RNBA also focuses its attention on women so as to empowered them through the projects. Same as the other three NGOs RNBA also relies on the decision of the village committee formed by them.

Awareness Program

It was observed that most of the villagers are still practicing open defecation, as a result they were suffering from many diseases. Awareness program was conducted in the village for the community. Under this, empowerment of village institution, such as Social Audit, Business development support, Women Self Help Group, Trainings, Meetings, Accountancy were initiated.

Vocational Training and Workshop

Under this vocational training, the organization impart tailoring training for women, carpentry training, two wheeler repair training and driving to the beneficiary

of the project covered villages. This enhances options especially the youth for their means of their livelihood. The project is designed to strengthen and increase the existing and inherent potential of the village community. It is effective way to transform this potential by means of the program activities. The local base organization is to be used as a vehicle and force to bring changes and transformation in the societies. Because of its inherent democratic inbuilt in itself and still found to be the most powerful decisive community based organization among the tribal people. Mostly institutions like Churches, youth clubs, women societies and other community-based organizations are recognized and functions under the umbrella of village councils. Therefore, once these bodies are strengthened and streamlined the people themselves will sustain and decide what they would like to be in the future.

Project Implementing Organization

It was ensured in the project that organization has to sustain along within the project period. Its successful implementation of the project would greatly increase the credibility experience and public support and organizational capacity of RNBA in the field of communities' development initiatives. The activities of capacity building in various fields, in the long run sustain the organization. Experience and experts staffs have developed within the project life. Therefore, there are possibilities of attaining self-reliance for the project implementing organization through the project. RNBA and DATP have set up implementing organization to keep the organization sustain in a better ways in future.

PLANNING OF PROJECT BY DEVELOPMENT AGENCY FOR TRIBAL PEOPLE (DATP)

DATP focus its thrust on making the Community base organizations. DATP adopt holistic approach in planning development process. Having its concern for the empowerment of the people and also in view of self-reliance of the people, in overall, DATP believes and their strategy of project implementation is participatory at all levels. The process is to make people recognize in reality that they themselves bring about their own development. Hence, project monitoring Committee (PMC) has to be set up prior to the implementation of the project. DATP had strengthened the structures at village level and all the activities to be implemented along with building their capacities.

Identification of the Problem in the Project Area

Awareness programme, knowledge and skill building of the village level and the community leaders are given special attention on the issues they have identified to deal with in their local context. Capacity building of the local bodies and providing SWOT analysis with the relevance context are ensured. Further, linkages with institutions for SHGs and networking with likeminded groups are explored for strategic actions. DATP focus its attention to the potentials church leaders in the area who would undergo a series of action/reflection session to develop a deeper understanding of holistic development in context of the region. DATP staffs are equipped with analytical and facilitation skills to deals with the issues through training, consultation and orientation in all aspects.

PRA (Participatory Rural Appraisal) is an important tool during the planning of the project. DATP planning process is done on Bottom-up-approach and implementation as per master plan approved budget. Planning was done in participatory manner in all aspects. DATP staffs will develop action plan with executive board as per the planning made by each VLC and the people/target people.

In every village VLC (Village Level Committee) was formed and constituted through joint consultation with the church representatives and other local bodies. DATP was the facilitator of the project process during this phase.

Formulation of Project

In formulating the project, DATP have focus on rural development of local capacity and empowerment of village level institutions to carry out different development activities is one of the main priorities in the beginning phase of the project. The problems of the project areas have been identify at the time of carrying out base line information, PRA and micro planning. This various issues has been discussed at organizational level at various consultations of its partners meeting, and with consultant feedback and monitoring the project tried to solve the core problems. Taking up some physical activity for the benefit of the community during entry phase of the project in the village, facilitates the project team in winning the confidence of the village community and also in gaining their acceptance. The immediate needs/problems of the community like problems of irrigation, sanitation, scarcity of drinking water has been ensured by developing water tank, well, spring spot development,

supply of pipe line, irrigation canal, dam, public toilet etc. The project has been formulated with participation from the local peoples and the intervention has been accomplished and could bring a great change to these vulnerable peoples who are way behind development.

Cost and Benefit Analysis

Project details cost was included in the project proposal. Regular monitoring and evaluation is very important practice of the organization. The organization develops to trace the expected results and outcome regularly during monitoring. Besides, external evaluation was carried to analysis the benefit of the project. The organization also develops system of process documentation to document all the changes that were taking place. They do have system of asset management for both the village level committees and the organization. All the resources mobilized are recorded and maintained a register for all the assets developed through the project.

Preparation of Project

Base line survey had been done at the initials stage and after consolidation of the data, project proposal has been prepared as per the problems or finding of the particular areas. Then this proposal was scrutinize at the consultation meeting of partner NGOs along with the donor/funding agency. After that the final consolidation, the proposal was prepared by the chief functionary. (i) Time taken in approval of the project. There was no fix time for approval of the project. However, usually it takes around six months. (ii) Funding agency: The funding agency for the Development Agency for Tribal People (DATP) was (i) EED Germany, JTT (Jamsejit Tata Trust), (ii) IGSSS (Indo global social service society) and (iii) SDTT (Sir Dorabjit Tata Trust) as donors.

Identification of Beneficiaries

Awareness programme, knowledge and skill building of the Village Level Committee (VLC) and the village leaders are given special attention in identification of the beneficiaries in the project areas. Representatives of PMC (Project Monitoring Committee) were involved in the times of identifying the beneficiaries. This ensures the accountability of the program to achieve as per the plans. Capacity building of the local bodies and providing SWOT analysis with the relevance context are ensured. DATP focus its attention who were more poorer of the poor in the area. Beneficiaries

selection was mostly depend on the base line data and wealth ranking tools of the PRA done during the planned period. It was based on the decision of the village level committee in each project villages.

Training, Seminar and Workshop

Training, Seminar and Workshop was conducted as essential link through which DATP brought awareness to the church leaders, local and NGO leaders. The training focuses on people at the grassroots level within the specialized areas. The main objective was to identify and develop leaders whom would henceforth become channel of changes within the community. They would be able to integrate their training programs with the development projects.

Constant Dialogue

Constant dialogue and interaction from time to time was maintained with the communities to understand their grievances, suggestion and appreciation regarding the project accommodated. Thus it enabled the working staffs and the communities to share their view in the process of implementing the project.

Local Contribution

The total value of local contribution was about 25% of the total project cost. Local Contribution includes community resources both cash and non-cash for the purpose of the program. It was the contribution to the project by partner organisation for the project. In case of the proposed project, the organization rise resources and contributed necessary infrastructure for the smooth functioning and implementation of the project. The Technical involved in the program was taken care by the organization. In order to keep alive the change process, the organization has further sought possible means to support them. Timely, capacitating program was carried out with the local bodies for strengthening them in healthy atmosphere.

The implementing Agency has the following resources in order to have smooth functioning and implementation of the program:

- a. Camera, P.A. system, overhead projector for training materials.
- b. Training hall and accommodations for conducting workshop/training for about 1000 participants.

- c. Experienced staff for mobilizing community and to training at beneficiary levels.

Monitoring

DATP staffs monitored all the sanctioned activities every 3 months with the PMC (Project Monitoring Committee) concerned. Financial monitoring was carried out with the ground realities by the project donors and DATP every half yearly and annually. Visit the office, checking all the relevant documents and record books. DATP staffs personal are involved to interact and meet with the people. Reports as per the project agreement were collected by visiting the project area. Evaluation of the program by the key staff of DATP and representatives of beneficiaries was done every 6 months. External evaluation was carried out as per the agreement of organization.

Project Sustainability

The project was designed to strengthen and increase the existing and inherent potential of the village community. It was an effective way to transform the potential by means of the program activities. The local base organizations were used as a vehicle to transform the society. Because of its inherent democratic inbuilt in itself and still found to be the most powerful decisive community based organization among the tribal people. Mostly institutions like Churches, youth clubs, women societies and other community-based organizations are recognized and functions under the umbrella of village councils. Therefore, once these bodies are strengthened and streamlined the people themselves will sustain and decide what they would like to be in the future.

People Organization

The main objective of the project was to create self-reliance in the project area, people organization like the village councils, youth clubs/organizations, women societies, churches, cooperative societies and SHGs. The program was designed in such a way that maximum opportunities/space were created to participate in the project implementations and get the benefit out of the project under various project components like income generation programs, awareness programs, capacity programs, women initiative programs etc. The transparency and partnership strategies with the PMC strengthen the people organizations.

Project Implementing Organization

The sustainability of the organization was very much depended on their performance. It was ensured in the project that organization has to sustain along within the project period. Its successful implementation of the project would greatly increase the credibility experience and public support and organizational capacity of DATP in the field of communities' development initiatives. The activities of capacity building in various fields wwa in the long run sustain the organization. Experience and experts staffs were developed within the project life.

The project was designed within the capacity of the organization and willingness to shoulder the responsibility to facilitate the whole process. DATP concern was that in rural village, livelihood was extensively depended on their immediate environment. This vicious cycle of over-depending on forest will result people to abject poverty again. Therefore, the organization emphasizes on food security, poverty alleviation and addressing the socio-economic problems as a sole strategy to overcome the problems of the rural people.

Summary

1. 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.
2. 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.
3. 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.
4. 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.

5. It is 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.
6. 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. Don Bosco Social Welfare Centre (DBSWC) has not conducted market survey in the planning process.
7. 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).
8. During the planning period all the four NGOs have identify 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.
9. 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 is 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. But in case of Don Bosco Social Welfare Centre (DBSWC) project shelf was prepared by chief functionaries alone.

10. 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) and People Endeavour for Social Change (PESCH), 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.
11. 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 is 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.
12. 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 outside the villages of every project area.
13. During the planning period, it was observed that capacity building of the staff is 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.

Conclusion

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. For identification of problems in the project area, all the four NGOs have conducted Participatory Rural Appraisal (PRA). In all the four NGOs it was found that Participatory Rural Appraisal (PRA) was done by following bottom-up approach. During the field survey it was found that all the four NGOs have done micro-planning during their planning period. It is also observed during the field visit that all the four NGOs have conducted baseline survey in the project area during the planning process. During the planning process out of four NGOs, three NGOs have conducted market survey and Don Bosco Social Welfare Centre (DBSWC) has not conducted market survey in the planning process. 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. 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. 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 is scrutinized at the consultation meeting of the partner NGOs along with the funding Agencies. But in case of Don Bosco Social Welfare Centre (DBSWC) project shelf is prepared by chief functionaries alone. 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. In all the four NGOs there are no much differences in selection and identification of beneficiaries of the 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. And also 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 and also observed they have conducted exposure trip for the staff in order to gain self confident while working in various activities of the project.