

CHAPTER 5

PROCESS OF IMPLEMENTATION OF PROJECT BY NGOs

The process of implementation of project becomes the core part of the NGOs. In this chapter it discusses the detail process of implementation of project by four NGOs namely; (i) People Endeavour for Social Change, (ii) People Endeavour for Social change, (iii) Development Agency for Tribal People (DATP) and (iv) Don Bosco Social Welfare Center (DBSWC) respectively. In this chapter, specific project for rural development is identified and discuss in detail to know the process of implementation of project by NGOs.

RONGMEI NAGA BAPTIST ASSOCIATION (RNBA)

Rongmei Naga Baptist Association/ RNBA (Relief and Development) is a Christian based organization working in three North- Eastern state of Assam, Manipur and Nagaland. It is one of the sub-department of the organization and is working as an NGO level. Initially the department was formed to assist member churches and respond during any crises and emergency situation. RNBA (Relief and Development) function and enjoy autonomous structure under the association. RNBA works for the poorest and the most disadvantaged in the society and believe that empowerment is the key to social transformation. It has been promoting community based integreted environment and development program for over 15 (fifteen) years.

The Project Area

There are 6 (six) projects villages under the sub- division of Nungba, with more than six hundred household and a total population of 3525. They are indigenous communities and their main source of income is agriculture. Basically the target areas are depending on agriculture including horticulture & Jhuming, Natural Timber and Forest collection from forest (fire wood, charcoal, food items) and as wage labour for their livelihood. The impelling forces behind the selection of the villages are basically weakness of the village institutions, improper management of agricultural land, natural resources, gender bias, remoteness, lack of access to Govt. welfare schemes and lack of awareness on health and sanitation.

Formulation and Selection of Schemes

Rongmei Naga Baptist Association/ RNBA (Relief and Development) envisages preparation of project after a details assessment of the local needs. The project proposal was submitted to Evangelischer Entwicklungsdienst e.V (EED) Bonn, Germany, the Donner agency by the concern department. The approval of project proposal from the EED Bonn, Germany was received by Rongmei Naga Baptist Association/ RNBA (Relief and Development) in the year 2008. It was for a duration of 3 (three) years i.e. from 2008-2011. The launching of this project began by enhancing the people to enable them to comprehend, analyze, plan, implement and monitor in developmental process in rural village. In the early period of eighteen months, the NGO conducted baselines survey, participatory rural appraisal and micro-planning in project villages so as to built capacities to assess issues of developmental programs. Accordingly, after the finding of the problems in each project village, the schemes were selected according to the needs of the local. Finally, the following schemes were broadly selected by the NGO department to implement in the selected project villages according to the needs of the villagers;

1. Livelihood: under this schemes, it include such as plantation of seasonal crops
2. Land terrace/development
3. Fishery pond
4. Irrigational canal
5. Dame construction and
6. Animal husbandry : it include poultry, piggery and duckery
7. blacksmith

This project schemes was brought to the Rongmei Naga Baptist Association/ RNBA office according to the needs of the beneficiaries as per the project budget. Thus, the execution of this project schemes was started in the year 2008.

Project Implementation and the Duration

The project was implemented in 6 six villages under the sub- division of Nungba, Tamenglong district. The implementation programmes was started from 2008 to till 2011 as per the proposal of the project was for a duration of 3 three years. Accordingly, the implementing department of Rongmei Naga Baptist Association/RNBA (Relief and Development) has divided the programmes in phase-

wise. The phase consist of 6 (six) months each and the NGO appointed a so called Village Development Committee (VDC) in each project village from 6 six to 7 (seven) members. These Village Development Committee (VDC) were given guidelines by the NGO to look after the local beneficiaries. Thus, from time to time, the monitoring staff of the NGO monitored the performance and progress of the beneficiaries. The schemes of the project were given both in kind and cash according to the needs of the local beneficiaries. During the first initial phase, the NGO begins with launching various workshops and training such as awareness camp on health, vocational training, mushroom, banana, vermin composting etc to enable and empowered the local people in the process of development. Following with this, the project started to implement in full swing with various schemes as per the program of the project.

Performance Appraisal

Utilization of funds: The fund for the implementation of the project on Environment Development and Management Programme was released in the year 2008 by Rongmei Naga Baptist Association/ RNBA (Relief and Development). The year-wise breakup of amount sanctioned and released from the Donner Agency and expenditure incurred of the project is given in the table no. 5.1.

Table No. 5.1

Expenditure incurred under the Project on Environment Development and Management Programme for 6 six villages (2008 – 2011)

Sl. No.	Year	Amount sanctioned (Rs.)	Amount released (Rs.)	Expenditure (Rs.)
1.	April 2008- March 2009	1340280	1340280	1340200
2.	April 2009- Sept. 2010	1015975	1015975	1015900
3.	Oct. 2010- April 2011	200030	200030	200030
Total		2556285	2556285	2556130

Source: Rongmei Naga Baptist Association/ RNBA (Relief and Development)

As per the project proposal, the amount was sanctioned for 15 (fifteen) schemes. Thus, the sanctioned amount from April 2008 - April 2011 was Rs. 2556285 and the same amount was released. Against the sanctioned amount the actual expenditure incurred under the project on various schemes was Rs. 2556130. Scheme-wise expenditure is given in the following table no. 5.2.

Table No. 5.2

Schemes -wise Expenditure and Achievement under the Project

Sl. No.	Name of the scheme	Year of planned	Estimated cost (Rs.)	Amount sanctioned (Rs.)	Actual expenditure (Rs.)	Achievement	
						Successful	Un-successful
1.	Community development for five villages	2007	330000	330000	330000	Successful	
2.	Grant for SHG	2007	248000	248000	247500	Successful	
3.	Water tank	2007	156000	156000	155000	Successful	
4.	Capacity tools	2007	90500	90500	90000	Successful	
5.	Pumping set, Rice Mill	2007	120666	120666	120666	Successful	
6.	Fishery	2007	28000	28000	27500		Un-successful
7.	Training (50 times)	2007	139020	139020	139000	Successful	
8.	Vocational training	2007	329055	329055	329055	Successful	
9.	Toilet (public)	2007	28500	28500	28000	Successful	
10.	Animal rearing	2007	464225	464225	464200		Less successful
11.	Fishery pond	2007	153392	153392	153390	successful	
12.	Plantation of seasonal crops	2007	385000	385000	383000		
13.	Blacksmith	2007	15000	15000	15000	Successful	
14.	Dam construction	2007	50000	50000	50000	Successful	
15.	Land development/ terracing	2007	117300	117300	117300	successful	
Total			2654658	2654658	2510611		

Source: Rongmei Naga Baptist Association/ RNBA (Relief and Development)

The above table indicates the total amount of funds sanctioned, released, expenditure and achievement under the project on, Environment Development and Management Programme for 6 (six) villages of Nungba Sub-division, Tamenglong

district Manipur. the total amount sanctioned under this project was Rs. 2654658, amount released was Rs. 2654658 and the actual total expenditure was Rs. 2510611 accordingly. The distribution of the amount of funds is given according to schemes-wise. The highest investment under the project was on animal husbandry (rearing animals) scheme with amounting to Rs. 464225, followed by scheme for plantation of seasonal crops with Rs. 385000 and vocational training with Rs. 329055. And the less investment was on schemes such as blacksmith with Rs. 15000 and capacity tools with Rs.90500. The overall utilization of funds was around 94 percent.

It is evident from the information presented in table no. 5.2 that out of 15 schemes taken up for the implementation under this project only 10 schemes were successful. It is found that those schemes given for construction purpose such as toilet, small dam, water tank and materials given were successful under this project. The reason for the un-successful and partial success was that the NGO cannot delivered the said funds to the beneficiaries in time and it delayed especially schemes for plantation of seasonal crops. Another important observation in the implementation of this project was that the local beneficiaries do not have well acquired knowledge about the utilization of the schemes, which is seen in case of rearing animals husbandry such as duck, poultry, piggery and also fish. The local people do not follow the scientific method of rearing and as a result this leads poor production as well as some even completely died off. This is due to reason that these project areas remain far off from the town and there is complete lack of access to modern curable system both for animals and crops as well. Though, in case of land terracing partial achievement was manifested that some beneficiaries develop their land for permanent cultivable land. Thus, under this project some rays of development progress in witness in these project villages.

Participation of Local

The main objectives of this project on Environment Development and Management Programme implemented by Rongmei Naga Baptist Association/RNBA (Relief and Development) is to enhance their livelihoods through management of local resources and empowered to access the products, services and are able to influence policies and structures to further improve their condition through their local self governance. To achieve this objective, the RNBA (Relief and Development) department implemented according to their guidelines especially in selection of the

beneficiaries which goes to the poor of the poorest in the 6 (six) project villages. In the identifications and formulation of the project, the Organisation has appointed the so called village Development Committee (VDC). In the identification of the project the VDC members in the respective villages were consulted. They helped in identification as well as selection of the beneficiaries. They local people readily participated in the implementation of the project.

The study has sufficient evidence to conclude that basically the project on Environment Development and Management Programme by Rongmei Naga Baptist Association/RNBA aimed to enhance their livelihoods through management of local resources and empowered to access the products, services and are able to influence policies and structures to further improve their condition in the process of development. Generally speaking, poverty in rural areas is attributed to phenomena landlessness and small sizes of holdings as a land is the primary productive asset in rural areas. But in the case of these 6 (six) project village land is not the main factor which caused shortage of production in their economy. Here the main problem is underdevelopment and remoteness of the villages. The region has cut- off from the rest of the town and not even reach the stage of transition of modern facilities. The need of the hour is to accelerate the process of development by strengthening the local in production infrastructure, marketing facilities, introduction of new skills, new technique of practices and institutions. All this calls a huge investment on resources much more than the present investment amount. And in implementing the project some schemes were introduced which do not suit the geographical condition of the local areas. For example in the case of food crops where the climate is not suitable to grow in the project areas as it is resulted to low production. One of the most important things is the poor communication system in these project areas where no proper roads were link from the main town. Therefore, it is necessary to allocate resources on a multiple criteria incorporating factors such as backwardness, lack of social and production infrastructure.

PEOPLE ENDEAVOUR FOR SOCIAL CHANGE (PESCH)

People Endeavour for Social Change is a community based registered non-profit development organization in Tamenglong District, Manipur. It was established in the year 1997 by community leaders of the area. The Tribal people living in the particular area was not properly access to government services nor to any schemes for

their development. Therefore, the community leaders of the area came together and decided to set up their own development organization to address their grievances which they faced from time to time. In the early phase, the organization started their own development struggle by raising funds from the local Churches and like-minded individuals. Slowly it started getting support from the people and was able to extend its operational areas even to neighbouring villages and communities. Now the organization is functioning as an Autonomous body in collaboration with other alliance development agencies.

Area of Operation of the Organization

People Endeavour for Social Change (PESCH) is operating in Tousem Sub-division of Tamenglong District, Manipur. Tousem Sub-division is one of the most backward Sub-division of Tamenglong District. It is located in the West, bordering with Cachar District of Assam. The Organization covered 6 (six) Tribal villages. The community belongs to Kukis, Rongmei and Zeme respectively. The operated area is socially and economically poor comparing with other Sub-division of the District due to lack of proper road and other communication facilities, Therefore, the people living in the area were under marginal line.

Formulation and Selection of Schemes

People Endeavour for Social Change (PESCH) envisages preparation of project after a details assessment of the local needs. The project proposal was submitted to Evangelischer Entwicklungsdienst, (EED) Bonn, Germany, the Donner agency by the concern department. The approval of project proposal from the EED Bonn, Germany was received by People Endeavour for Social Change (PESCH) in the year 2008. It was for a duration of 3 (three) years i.e. from 2008-2010. The launching of this project began by mobilizing and initiating the people to enable them to comprehend, analyze, plan, implement and monitor in developmental process in rural village. In the early period, the NGO conducted baselines survey, participatory rural appraisal and micro- planning in project villages so as to built capacities to assess issues of developmental programs. At this initial stage, each project village is made to developed plan to address their problems and the problem is formulated to carry out the activities in implementing the schemes of the project.

After the finding of the problems in each local village, the schemes were taken up according to the needs of the local villagers. Finally, the following schemes were selected by the NGO department to implement in the selected project villages according to the needs of the villagers;

1. Community development for five villages
2. Grant for SHG
3. Water supply
4. Animal rearing
5. Capacity tools
6. Fishery
7. Pumping set, Rice Mill
8. Training (50 times)
9. Vocational training
10. Toilet (public)
11. Fishery pond
12. Plantation
13. Blacksmith
14. Dam construction
15. Land development

The schemes were brought to the NGO department office accordingly to the needs of the beneficiaries as per the project budget. All the proposed schemes were approved by the Donner agency, EED/ Bonn, Germany. Finally, the execution of this project was started in the year 2008.

Utilization of Funds

The fund for the project on Environment Development and Management programme was released in the year 2008 by People Endeavour for Social Change (PESCH). The year-wise breakup amount sanctioned and released from the Donner Agency and its expenditure incurred of the project is given in the table no. 5.3.

Table No. 5.3**Expenditure incurred under the Project on Rural Development and Tribal Livelihood Program for 6 (six) villages (2008-2010)**

Sl. No.	Year	Amount sanctioned (Rs.)	Amount released (Rs.)	Expenditure (Rs.)
1.	2008	884886	884886	884800
2.	2009	884886	884886	884750
3.	2010	884886	884886	884800
Total		2654658	2654658	2654350

Source: People Endeavour for Social Change (PESCH)

As per the project proposal, the amount was sanctioned each year accordingly. Thus, the sanctioned amount in 2008- 2009 was Rs. 2654658 and the same amount was released. Against the sanctioned amount the actual expenditure incurred under the project on various schemes was Rs. 2654350. Scheme-wise expenditure and achievement of the project is given in table no. 5.4.

Table No. 5.4**Schemes- wise Expenditure and Achievement of the Project**

Sl. No.	Name of the scheme	Year of planned	Estimated cost (Rs.)	Amount sanction (Rs.)	Actual expenditure (Rs.)	Result
1.	Community Development	2008	330000	330000	320000	Successful
2.	Grant for SHG	2008	248000	248000	246000	Successful
3.	Water Supply	2008	156000	156000	155000	Successful
4.	Rearing animals	2008	464225	464225	464000	Less Successful
5.	Capacity Tools	2008	90500	90500	90400	Successful
6.	Fishery	2008	28000	28000	27000	Successful
7.	Pumping set	2008	120666	20666	20600	Successful
8.	Vocational Training	2008	329055	329055	329000	Successful
9.	Toilet	2008	28500	28500	28300	Successful
10.	Fishery Pond	2008	153392	153392	153300	Successful
11.	Plantation	2008	385000	385000	385000	Less Successful
12.	Blacksmith	2008	15000	15000	15000	Successful
13.	Dam Construction	2008	50000	50000	50000	Successful
14.	Land Development	2008	117300	117300	117300	Successful
15.	Training	2008	139030	139030	139000	Successful
Total			2341413	2341413	2327700	Successful

Source: People Endeavour for Social Change (PESCH)

The above table no. 5.4 shows the total amount of funds sanctioned, released and expenditure under the project on Environment Development and Management Programme for 6 (six) villages of Tousem Sub-division, Tamenglong district Manipur. The total amount sanctioned for the project was Rs. 2341413, amount released was Rs. 2341413 and the actual expenditure was Rs. 2327700 respectively. The distribution of fund is given according to the scheme-wise. The highest investment under this project was on animal rearing scheme with amounting to Rs.464225, followed by scheme for plantation amounting with Rs. 385000 and community development scheme with Rs. 330000. And the less investment was on schemes such as on pumping-set with Rs. 90500 and blacksmith with Rs. 15000 respectively. The overall utilization of the project fund was around 99.89 percent.

Participation of Local

The objectives of this project is to make the rural villagers aware and enhance their livelihoods, through local resources and empowered to access the natural products, services and are able to influence themselves through self governance. In order to achieve this objective, the PESCH department followed the guidelines in selection of the beneficiaries. In implementing the project, the department selected the beneficiaries among the poorest of the poor from the 6 (six) project villagers. Identifications and formulation of the project was done through village development committee (VDC) appointed by the organization. In the identification of the project the VDC members in the respective villages were consulted thoroughly. The VDC members helped in identification as well as selection of the beneficiaries. The local villagers readily participated in the implementation of the project.

It is revealed from the table no. 5.4 that the utilization of fund for various schemes under the project was properly maintained. The impact of the project can be highlighted accordingly as follows. It is found that those schemes given for construction purpose such as toilet, small dame, water tank and materials given were successful under this project. Though, in case of land terracing some improvement was manifested that some beneficiaries develop their land for permanent cultivable land. Empowerment through various vocational training like book keeping and forming, Self Help Group has greatly influenced the villagers. It is seen that women were more engaged in income generating activities tan before in activities such as tailoring, Self Help Group and animal husbandry. It is found from the project that,

traditional micro- enterprises such as piggery, poultry, fishery, carpentry, rice mill and plantation were promoted in the project villages and have influenced in their economic condition to some extent. The NGO members are able to influence the village authority through meeting, conducting social audit and awareness programme for better accountability and transparency. Qualitatively, the villagers are accessing more schemes and grant from the government through the influence of the NGO. It is also seen that the villagers have better accessed to safe drinking water reducing common and prone diseases such as malaria and typhoid etc. under land development scheme, fishery pond development has been one of the major achievement. Another achievement was on land terracing and irrigation of small canal. Now the villagers harvest more rain water and able to produce more food and reduce scarcity of food during lean season to some extent. Plantation increases income of the household, increased livestock and forest protection have seen through the project. Thus, under this project some rays of development impact and progress has witness through various schemes implemented by the NGO.

As the project is focus mainly on livelihood of the villages and also emphasizes on all round developmental activities, the impact of the project is qualitative as well as quantitative. Qualitatively the beneficiaries were able to open their eyes aware themselves in developmental activities and programs. Quantitatively, the beneficiaries were also able to sustain their farming and cultivation by reaping more crops. The project gave the villages to adopt new technique and method of farming and cultivation. From the interview and interaction of the beneficiaries, it is manifested that the project was implemented in such a manner that could attract a good population of the villagers.

DON BOSCO SOCIAL WELFARE CENTRE (DBSWC)

Don Bosco Social Welfare Centre (DBSWC), Tamenglong was established in 1972 with the aim of reaching out to the people of the entire West District of Manipur State, with integrated developmental activities. In the beginning its efforts were directed mainly at relief and alleviation of the extreme poverty conditions of over 100 villages DBSWC was in touch with. Since 1997, however, a new thinking evolved in Don Bosco Social Welfare Centre. The service delivery/charity approach and methodology so far adopted by Don Bosco Social Welfare Centre gave way to right based and empowerment approach. A turning away from dependence on handouts

whether from the government or from social workers, a rediscovery of the potential and power that lies un-harnessed within the people themselves had been given greater focus in the work. A new thrust towards community development activities and providing exposure and professional training facilities for them formed new impetus of the organization.

The organization also aimed to promote human and social development of the less privileged and to work in partnership with young people, towards justice and peace. Making a difference in the fields of youth ministry and education and responding competently to the emerging challenges of the North-East India. To envision and transformed North-East India, where the way of the Gospel is open to all its diverse peoples, and every young person grows with dignity towards integral human, social and spiritual maturity and participates in the building up of a more just and humane society.

Area of Operation of the Project

Don Bosco Social Welfare (DBSW) was operating in Tousem Sub-division of Tamenglong District, Manipur. Tousem Sub-division is one of the most backward Sub-division of Tamenglong District. It is located in the West, bordering with Cachar District of Assam. The Organization covered 25 Tribal villages. The community belongs to Kukis, Rongmei and Zeme respectively. The operated area is socially and economically poor comparing with other Sub-division of the District due to lack of proper road and other communication facilities. Therefore, the people living in the area were under marginal line. The DBSWC organization is operating for the poorest of the poor. Since the district is socially and economically backward as well as the incidence of poverty and natural calamities are also very high. It is the main reason for which the organization has taken this particular area for their project. The DBSWC organization is operating within the Tamenglong district of Manipur as its action of operation. Since the district is socially and economically backward as well as the incidence of poverty and natural calamities are also very high. It is the main reason for which the organization has taken this particular area for their project.

The villages which are covered for the implementation of programmes were located in the far flung area. Except few villages were assess to road transportation. The socio-economic condition of the villagers is very poor and not up to the mark.

The total population of these villages belonged to scheduled tribe. Thus the project aimed to develop these villagers in a desired direction so that it may create confidence among the villagers to come forward and participate in developmental activities.

Formulation and Selection of Scheme

Don Bosco Social Welfare Centre is implemented in pre-selected development area in 25 villages in Tousem Sub-division block, Tamenglong district Manipur. The aim of the project primarily based on approach to development process as well as for people's movement for better governance. Accordingly, the project has four thematic areas. The following were the main thrust of the project of Don Bosco Social Welfare Centre;

1. Right to food and livelihood
2. Right to health
3. Right to education and
4. Right to dignity (right of women and girls, right of person with disability)

Financial Performance of the Project

The fund for the implementation of the project was released in the year 1999. The year-wise breakup of amount sanctioned and released from the Donor Agency and expenditure incurred of the project is given in the table no. 5.5.

Table No.5.5

Expenditure Incurred under the Project on Rural Development: Long-term Sponsorship for 25 Villages (1999 – 2009)

Sl. No.	Year	Amount Sanctioned (Rs)	Amount Released (Rs)	Expenditure (Rs)
1	1999	247000	247000	246900
2	2000-01	68,000	68,000	67800
3	2001-02	3128613	3128613	3128450
4	2002-03	1883774	1883774	1883486
5	2003-04	2967987	2967987	2967400
6	2004-05	2174735	2174735	2174535
7	2005-06	1450903	1450903	1450255
8	2006-07	3024648	3024648	3024100
9	2007-08	2173260	2173260	2173165
10	2008-09	2375682	2375682	2375480
Total		2,01,06,602	2,01,06,602	19491574

Source: Don Bosco Social Welfare

As per the project proposal, the amount was sanctioned for 4 programs under the main theme such as (i) Right to food and livelihood, (ii) Right to Health, (iii) Right to education and (iv) Right to dignity is implemented in 25 villages at Tousem Sub-division, Tamenglong district. Thus, the sanctioned amount from 1999- 2009 was Rs. 2,01,06,602 and the same amount was released. Against the sanctioned amount, the actual expenditure incurred under the project on various schemes is Rs.19491574.

This project helped in improving the livelihood in these villages. As the proposed project emphasizes on qualitative in nature as the benefits of the projects is in qualitative. The major benefit of the project is that it improved the livelihood, education, health of the villagers. Scheme-wise expenditure of the project is given in the table no. 5.6.

Table No. 5.6
Schemes-Wise Expenditure from 1999-2009 under Rural Development Project
(Long-term Sponsorship)

Sl. No.	Name of the Program	Year of Planned	Estimated Cost (Rs)	Amount Sanctioned (Rs)	Actual Expenditure (Rs)	Percentage (%)
1	Right to Food and Livelihood	1999	8128800	8128800	8025878	40%
2	Right to Health	1999	6352200	6352200	6185712	30.7%
2	Right to Education	1999	4575600	4575600	4409130	22%
4	Right to dignity	1999	1,050,000	1,050,000	870854	4.2%
Total			2,01,06,602	2,01,06,602	19491574	96.9%

Source: Field Visit, DBSWC

It is found from the table no. 5.6 that 40% of amount is used in Right to food and livelihood, followed by 30.7% amount is used in health, 22% is used in education and only 4.2% is used in Right to dignity. It is found that the maximum amount of budget is utilized in Right to food and livelihood.

Local Participation

Local Participation in Project implementation in the identifications and formulation of the project, the Organization has selected the so called village

Development Committee (VDC). In the identification of the project the Village Development Committee (VDC) members in the respective villages were consulted. They helped in identification as well as selection of the beneficiary. They readily participated in the implementation of the project. The office bearers are from different background, but majority of the office bearers are from within the District from different villages who are educated and capable of office work. The funds were utilized properly and audited accounts are verified in the office during field survey. The payment and expenditure in various programs matched with the activities of the organization. During the field visit, the Organisation was sought from a cross section of the people and it was found that the Organisation is good in the eye of the people of the operate areas. The Organisation is capable in handling and implementing their activities. The project villages are located in the far flung area. Except few villages were assess to road transportation. The socio-economic condition of the villagers is very poor and not up to the mark. Thus the project aimed to develop the rural people in the so that it may create confidence among the villagers to come forward and participate in developmental activities.

As the proposed project is emphasizes on qualitative in nature as the benefits of the projects is in qualitative. The major benefit of the project is that it will improve the livelihood, education and health of the villagers.

DEVELOPMENT AGENCY FOR TRIBAL PEOPLE (DATP)

The organization is operating within the Tamenglong district and it covered 5 villages in Tamenglong block. The project areas include the community such as Zeme, Liangmai and Rongmei. The project covered with the total number of 306 household. The district is both socially and economically backward, poverty and natural calamities frequently occurred. This is the reason for the organization to take up the developmental work for the rural helpless people in the villages.

Formulation, Selection of Schemes and Duration of Project

Development Agency for Tribal People (DATP) envisages preparation of project after a details assessment of the local needs. The project proposal was submitted to Evangelischer Entwicklungsdienst e.V (EED) Bonn, Germany, the Donner agency by the concern department. The approval of project proposal from the EED Bonn, Germany was received by DATP in the year 2008. It was for a duration of 3

(three) years i.e. from 2008-2011. The launching of this project began by enhancing the people to enable them to comprehend, analyze, plan, implement and monitor in developmental process in rural village. In the early period of eighteen months, the NGO conducted baselines survey, participatory rural appraisal and micro- planning in project villages so as to build capacities to assess issues of developmental programs. At this initial stage, each project village is made to developed plan to address their problems and the problem is formulated to carry out the activities in implementing the schemes of the project.

Accordingly, after the finding of the problems in each project village, the schemes were selected according to the needs of the local. Finally, the following schemes were broadly selected by the NGO department to implement in the selected project villages according to the needs of the villagers;

1. Livelihood: under this schemes, it include such as plantation of seasonal crops
2. Land terrace/ development
3. Fishery pond
4. Irrigational canal
5. Bio-diversity garden
6. Water resource development
7. Long felt need

This project schemes was brought to the DATP office according to the needs of the beneficiaries as per the project budget. All the proposed schemes of the project were approved by the donor agency JTT Mumbai. Thus, the execution of this project schemes was started in the year 2008.

Implementation of the Project

The project was implemented in 5 villages in Tamenglong block. The implementation programmes was started from 2008 to till 2011 as per the proposal of the project was for a duration of 3 three years. Accordingly, the implementing department of DATP, the programme has divided in phase-wise. The phase consist of 6 (six) months each and the NGO appointed a so called Village Level Committee (VLC) in each project village from 6 six to 7 (seven) members. These Village Level Committee (VLC) were given guidelines by the NGO to look after the local beneficiaries. Thus, from time to time, the monitoring staffs of the NGO monitored

the performance and progress of the beneficiaries along with the Village Level Committee (VLC). The schemes of the project were given both in kind and cash according to the needs of the local beneficiaries. During the first initial phase, the NGO begins with launching various workshops and training such as awareness camp on health, vocational training, mushroom, banana, vermin composting etc to enable and empowered the local people in the process of development. Following with this, the project started to implement in full swing with various schemes as per the program of the project. One of the major observations in the implementation process of this project was that, in the main phase the NGO could not released the said amount in time. This caused to unseasonal plantation of crops in case of beneficiaries who took up for plantation of crops. As well as in the case of animal husbandry, the people could not start rearing animal planned schedule. The delay in receiving the funds affected the implementing process of sanction schemes. And also formulation of new schemes was held up in some cases of individual beneficiaries.

Performance Appraisal

Utilization of funds: The fund for the implementation of the project was released in the year 2008 by DATP. The year-wise breakup of amount sanctioned and released from the Donner Agency and expenditure incurred of the project is given in the table no. 5.7.

Table No. 5.7

Expenditure incurred under the Project on Promoting of Rural Livelihood and Food Security Programs for 5 villages (2008 – 2011)

Sl. No.	Year	Amount Sanctioned (Rs.)	Amount Released (Rs.)	Expenditure (Rs.)
1.	April 2008-2009 March	570183	570183	570180
2.	March 2009- April 2011	1039595	1039595	1039590

Source: Field Visit, 2011

As per the project proposal, the amount was sanctioned for 7 various schemes. Thus, the sanction amount from April 2008 - April 2011 was Rs. 1609778 and the same amount was released. Against the sanctioned amount the actual expenditure

incurred under the project on various schemes was Rs.1609770. Scheme-wise expenditure and achievement of the project is given in table no. 5.7.

Table No. 5.8
Schemes-wise Expenditure and Achievement under the Project

Sl. No.	Name of the scheme	Year of planned	Estimated cost (Rs.)	Amount sanction (Rs.)	Actual expenditure (Rs.)	Achievement	
						Successful	Un-successful
1.	Livelihood: under this schemes, it include such as plantation of seasonal crops	2007	370000	370000	370000	Successful	
2.	Land terrace/ development	2007	658000	658000	658000	Successful	
3.	Fishery pond	2007	95000	95000	95000	Successful	
4.	Irrigational canal	2007	565000	565000	565000	Successful	
5.	Bio-diversity garden	2007	204778	204778	204778	Successful	
6.	Water resource development	2007	250000	250000	250000		Less successful
7.	Longfelt needs	2007	125000	125000	125000	Successful	
Total			1609778	1609778	1609778		

Source: Field Visit, 2011

The above table no. 5.8 indicates the total amount of funds sanctioned, released, expenditure and achievement under the project on promoting tribal livelihood and food security for 5 villages of Tamenglong district Manipur. The total amount sanctioned under this project was Rs. 1609778, amount released was Rs. 1609778 and the actual total expenditure was Rs. 1609770 accordingly. The distribution of the amount of funds is given according to schemes-wise. The highest investment under the project was on land development scheme with amounting to Rs.658000, followed by scheme for irrigation with Rs. 565000 and the less investment was on schemes in fishery pond with the amount of Rs.95000.

The main objectives of this project on Environment Development and Management Programme implemented by DATP is to enhance their livelihoods through management of local resources and empowered to access the products, services and are able to influence policies and structures to further improve their condition through their local self governance. To achieve this objective, the DATP department implemented according to their guidelines especially in selection of the beneficiaries which goes to the poor of the poorest in the 6 (six) project villages. In the identifications and formulation of the project, the Organization has appointed the so called village Development Committee (VDC). In the identification of the project the VDC members in the respective villages were consulted. They helped in identification as well as selection of the beneficiaries. They local people readily participated in the implementation of the project.

The study has sufficient evidence to conclude that basically the project on promoting tribal livelihood and food security Programme, DATP aimed to enhance their livelihoods through management of local resources and empowered to access the products, services and are able to influence policies and structures to further improve their condition in the process of development. Generally speaking, poverty in rural areas is attributed to phenomena landlessness and small sizes of holdings as a land is the primary productive asset in rural areas. But in the case of these 5 project villages land is not the main factor which caused shortage of production in their economy. Here the main problem is underdevelopment and remoteness of the villages. The region has cut- off from the rest of the town and not even reach the stage of transition of modern facilities. The need of the hour is to accelerate the process of development by strengthening the local in production infrastructure, marketing facilities, introduction of new skills, new technique of practices and institutions. All this calls a huge investment on resources much more than the present investment amount. And in implementing the project some schemes were introduced which do not suit the geographical condition of the local areas. One of the most important things is the poor communication system in these project areas where no proper road was link from the main town. Therefore, it is necessary to allocate resources on a multiple criteria incorporating factors such as backwardness, lack of social and production infrastructure.

Summary

1. 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.
2. During the field survey it was found that the duration of the project for each NGO varies depending upon the nature of the projects 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.
3. It was found during the field survey that Development Agency for Tribal People (DATP) has covered 5 villages with 306 beneficiaries, Don Bosco Social Welfare Centre (DBSWC) has covered 25 villages with 708 beneficiaries, People Endeavour for Social Change (PESCH) has covered 6 villages with 664 beneficiaries and Rongmei Naga Baptist Association (RNBA) has covered 6 villages with 590 beneficiaries in implementing the schemes of the project. But the researcher selected only 50 beneficiaries from each project covering all the schemes in the project.
4. DATP has 5 villages were covered with 306 beneficiaries, out of which all the 5 villages were covered and 50 beneficiaries were selected for the study. DBSWC has covered 25 villages with 708 beneficiaries, out of which 16 villages were covered and 50 beneficiaries were selected for the study. PESCH has covered 6 villages with 664 beneficiaries, out of which all the 6 villages were covered and 50 beneficiaries were selected for the study and RNBA has covered 6 villages with 590 beneficiaries, out of which all the 6 villages were covered and 50 beneficiaries were selected for the study.

5. 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.
6. 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.
7. 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.
8. 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.
9. 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.

10. 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.
11. At the time of implementing the project it was found that 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. In case of 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.
12. 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.

13. 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.
14. 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.
15. 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.
16. 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 is done by the staffs of the NGOs.

Conclusion

To study the process of implementation of project by NGOs, one completed project from each of the four NGOs were selected. The duration of the project for each NGO varies depending upon the nature of the projects they took up. DATP has 5 villages were covered with 306 beneficiaries, out of which all the 5 villages were covered and 50 beneficiaries were selected for the study. DBSWC has covered 25

villages with 708 beneficiaries, out of which 16 villages were covered and 50 beneficiaries were selected for the study. PESCH has covered 6 villages with 664 beneficiaries, out of which all the 6 villages were covered and 50 beneficiaries were selected for the study and RNBA has covered 6 villages with 590 beneficiaries, out of which all the 6 villages were covered and 50 beneficiaries were selected for the study. The formulation of schemes by the four NGOs depends on the baseline survey conducted during the planning period of the project. After receiving the fund from the donor Agencies, all the four NGOs handed over the fund to the local committee. During the first entry period of implementation process, the three NGOs conducted training and activities like book keeping, record maintenance and social audit to the members and local committee. Three NGOs 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 found that *Development Agency for Tribal People (DATP)* has implemented types 7 schemes. *Don Bosco Social Welfare (DBSWC)* has implemented 5 types of schemes. *People Endeavour for Social Change (PESCH)* has implemented 8 types of schemes. And *Rongmei Naga Baptist Association (RNBA)* has implemented 9 types of schemes. 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. 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. All the four NGOs received the funds 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 four NGOs have formed Self Help Group (SHG) in every project villages. At the time of implementing the project, 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. The local committee namely; (i) Village Development Committee (VDC), (ii) Development Committee Team (DCT) and (iii) Village Level Committee (VLC) were formed respectively formed by the four NGOs in every project villages. Monitoring was done at different levels by the four NGOs. The local Committee maintained additional records and files at the time of implementing the project. The project staff or the coordinator visits the field every month.