

SUCCESSFUL DEVELOPMENT WORK OF NGOS: A CASE STUDY OF NAGALAND, INDIA

MARY. N. ODYUO *

DR.ATHUNGO OVUN**

Abstract

The ultimate aim of any development organization is to achieve successful implementation of the activities/schemes in order to uplift the livelihood of the beneficiaries or development of that area. This paper aims to identify successful development works conducted by employees of NGOs by formation of Self Help Group, adoption of innovations in different agriculture and allied activities by beneficiaries and work in health and allied sector. The study reveals the most successful development work conducted by the employees of NGOs of Nagaland during their service period and also to identify the reasons for success.

Key Words: NGOs, Development, SHG, innovation

* **Assistant professor, Department of Rural Development and Planning, School of Agricultural Sciences and Rural Development (SASRD), Nagaland University, Medziphema**

** **Department of Sociology, School of Social Science, Nagaland University, Hqrs: Lumami**

INTRODUCTION:

Nagaland State was inaugurated as the sixteenth state of India on 1st December, 1963. It is bounded by the states of Arunachal Pradesh on the North, Manipur on the south, Myanmar on the East and Assam on the West. The state approximately lies between 25^o60' and 27^o 4' latitude; North of Equator and between the longitudinal lines of 93^o 3' to 95^o15'E., the geographical area is 16527 sq km and total population is 1,980,602 (as per 2011 census). The density of population is around 120 per sq km., and the average annual rainfall ranges from 2000-3000 mm and temperature ranges from 4° to 31°C. (www.aldertourstravels.com)

The topography of the state is undulating, full of hill range which breaks into wide range of spurs and ridges. The altitudes vary between 194 to 3480 meters above the mean sea level. The state of Nagaland has a beautiful landscape and consists of 11 administrative districts viz., Kohima, Dimapur, Kipheri, Longlen, Mokokchung, Mon, Peren, Phek, Tuensang, Wokha and Zunheboto. (www.aldertourstravels.com)

Development basically means, advancement of an area, revealing, unfolding or opening up something which is latent and a change that is desirable. It is referred to a continuous and rigorous process of progress, mobilizing the people towards self reliance, assuring and /or ensuring equitable distribution or benefit of opportunity, resource and social justice among all sections of the society. It may be defined as, the process of creating and maintaining a situation in which all citizens of the country can lead a desirable and satisfying life. (mondal *et. al.*, 2009)

Development encompasses continuous 'change' in a variety of aspects of human society. The dimensions of development are extremely diverse, including economic, social, political, legal and institutional structures, technology in various forms, the environment, religion, the arts and culture. A recent NSSO survey revealed that nearly 40% of farmers would like to quit farming, if they have the option to do so; nearly 75% of children in the country are under weight due to inadequate nutrition; more than 75% of preschool children suffer from iron deficiency; more than 35% of population under below poverty line and 40% of rural population are illiterate. (National Sample Survey Organization's, 2005). Government sector is not able to reach quantitatively to all the resource poor people for upliftment of their existing condition and as a

result they are also pressurized to change their development approach to reach the destination. Possible ways can be privatization of development activities, private-public partnership and so on.

In development sector, voluntary organization and non-government organizations (the organizations which are outside the direct control of government agencies or autonomous bodies and are engaged in providing financial and non-financial services to the community are called NGO or Voluntary Organization) are playing major role since time immemorial. It originated as pure philanthropy or charity, and this motivation sustained the effort all through history. NGOs tend to be best known for the delivery of basic services to people in need, as well as, organizing policy advocacy and public campaigns for change. At the same time, NGOs have also become active in a wide range of other more specialized roles such as emergency response, democracy building, conflict resolution, human rights work, cultural preservation, environmental activism, policy analysis, researches and information provision. (Odyuo M. N, 2010)

The Non-Government and Voluntary Organizations have been a part of the historical legacy or rural development in India. In 19th and 20th centuries, several voluntary efforts started in development programmes. The NGOs came to prominence after independence, especially after 1970s. This was partly because of the limited success of past development policies pursued by the government. Development practitioners, government officials and foreign donors considered that, the NGOs by virtue of being small scale, flexible, innovative and participatory, are more successful in reaching the poor and in poverty alleviation. This consideration has resulted in the rapid growth of NGOs involved in initiating and implementing rural development programmes. (R. Saravanan, 2008)

METHODOLOGY:

The present study is based on an empirical, explorative as well as analytical and practices. The study comprised of the following methodological framework;

A. Sources of data collection:

The study followed various sources in collecting authentic research data. The main sources of data collection were based on primary and secondary data. Primary information has been collected from the field through interview schedule. Group discussion and personal observation has been applied to various sections of the NGO's. Secondary information has been collected from various sources such as published and unpublished materials, journals and magazines, seminar paper presentations, websites, and the articles and write-ups published in newspapers related to the problem of study.

B. Sampling design:

The sampling technique used in this study was based on purposive sampling. The present study is limited to six districts out of eleven districts of Nagaland, namely *Dimapur, Kohima, Mokokchung, Peren, Tuensang* and *Wokha* were purposively selected for the present investigation. In this study 85 NGOs were identified by obtaining a list from various sources. Out of the total identified NGOs, 45 NGOs were finally selected for those which have completed more than four years from the date of their inception. From every selected NGO, one respondent from the higher level of employees and minimum one respondent from the lower level of employees were considered for this study. Higher level of employees of NGOs includes the top level of functionaries, like Director, Secretary, topmost functionaries of sub-office of the large NGOs. Lower level employees of NGOs includes, those are not designated in higher level of position and directly involved in grass root level implementation work.

FINDINGS AND DISCUSSION:

In this section, endeavours were mainly confined to explore the successful development works conducted by the employees and the reasons to be credited for each of the success. All the identified successful development work(s) and reason(s) for each success were grouped into three categories based on the similiarity and uniformity of the activities, viz., Formation of Self Help Groups (SHGs), Adoption of different activities by beneficiaries and Successful work in health and allied sector and were ranked on the basis of frequency of respondents responding and was presented accordingly.

Formation of SHGs:

NABARD (1997) defined SHGs as "small, economically homogenous affinity groups of rural poor, voluntarily formed to save and mutually contribute to a common fund to be lent to its members as per the group members' decision". In present day, SHG plays a major role in poverty alleviation in rural India. A growing number of poor people (mostly women) are members of SHGs and actively engage in savings and credit (S/C), as well as in other activities (income generation, natural resources management, literacy, child care and nutrition, etc.). Many NGOs in India are promoting the concept and mechanism of SHG and are linking it to various other development interventions. The topmost successful development work conducted by employees of NGOs was the formation of SHGs and the reason for its success are presented in Table 1.

Table 1**Formation of SHGs and the reason for success**

Development work	Frequency Level		Percentage Level		Reason for success	Rank
	Higher	Lower	Higher	Lower		
Formation of Self Help Groups	29	49	64	65	Regular training supervision and monitoring Good response from the women folks Introducing knowledge to the rural women in improving their economic condition Proper relationship with the community people SHG members have taken up various income generating activities which are helping them in increasing their funds and their social life Distribution of seed money	1 st

The above table shows that 64 percent of higher level of employees of NGOs reported that formation of Self Help Groups was the most successful development work conducted by them whereas 65 percent of lower level of employees of NGOs reported the same as their most successful development work. The important reasons for success were mainly regular training, supervision and monitoring by the lower level of employees. Positive response from the women folks and Proper introduction of basic knowledge about SHG to the rural women and what way it improve their economic condition and distribution of seed money to the SHGs for income generating activity were the main identified reasons for success.

Adoption of different agricultural and allied activities:

The decision to make full use of an innovation as the best course of action available is known as adoption. Innovation is defined as “an idea, practice, or object that is perceived as new by an individual or other unit of adoption” (Ray G. L, 1999). The NGOs are deploying various people-oriented as well as people-centered strategies, and these organizations build rapport with the people and mobilize them.

Various activities from agriculture and allied sector were promoted by the employees of NGO and those activities which were successfully adopted by the beneficiaries are presented hierarchically in table-2 with reason for success.

Table 2

Successful development works accomplished by the employees of NGO and the reason for success

Successful development works accomplished by the employees of NGO						
Development work	Frequency Level		Percentage Level		Reason for success	Rank
	<i>Higher</i>	<i>Lower</i>	<i>Higher</i>	<i>Lower</i>		
Successful adoption of different agricultural and allied activities by beneficiaries	17	34	38	45		2 nd

Cultivation of mushroom	6	9	13	20	Proper training and demonstration Regular visit by lower level staff Prawn supply
Orchard development	4	9	9	20	Farmers training supply of quality planting materials and inputs
Orange plantation	3	6	60	13	Training and exposure Subsidized planting material supply
Off season vegetables cultivation	2	5	4	11	Proper training Exposure trip Regular monitoring Input supply
Improved Passion fruit cultivation and marketing	1	4	2	8	Training Farmers participation Cooperation from subordinate
Pig rearing by widows	1	1	2	2	Constant motivation Proper training on pig rearing Willingness of the beneficiaries

Table 2 shows that 6 major types of agriculture and allied activities were promoted by the employees of NGOs as reported by 38 per cent of higher level and 45 per cent of lower level of NGO employees and basing on the frequency of respondents reporting the same activity. And accordingly, all the successful works were ranked with specific reasons to each success, viz., cultivation of mushroom, Orchard development, orange plantation, off-season vegetables cultivation, improved passion fruit cultivation and marketing as well as, and pig rearing by widows. The reason for the success were, proper training for beneficiaries, demonstration at field level, exposure trip for beneficiaries, regular supervision by field level staff, quality planting material supply and input supply.

SUCCESSFUL WORK IN HEALTH AND ALLIED SECTOR:

Good coordination of health care and good regulation of aid is important to make sure that health care is provided to everybody at a standard level. Organizational effectiveness requires learning, communication, initiative and risk-taking. These elements are often absent in bureaucratic and

highly formalized structures, which were thought to exist in governments mainly but appear to play a role in lots of international NGOs as well (<https://issuu.com/ifmsa-nl/docs/gm7>. accessed on 20.05.2016). In Nagaland, NGOs are actively involved in healthcare and allied field and has been ranked as the 3rd successful development sector accomplished by the NGOs employees and is presented in Table 3.

Table 3

Works in health and allied sector accomplished by the employees of NGOs

Works in health and allied sector accomplished by the employees of NGOs						
Development work	Frequency Level		Percentage Level		Reason for success	Rank
	<i>Higher</i>	<i>Lower</i>	<i>Higher</i>	<i>Lower</i>		
Successful work in health and allied field	15	33	33	44		3 rd
Care and support to people living with HIV/AIDS	8	22	18	29	Strong organizational setup Adequate flow of fund Good support from target group Staff are committed and consistent in their work Targeted people coming out for help	
Mainstreaming of Drug addicted people	5	9	2	4	Staff dedication and commitment Proper sensitization of drug users	
More than ten HIV affected people employed in various projects	1	2	2	4	Staff dedication and commitment	
Provided nutritional support to 104 women living with HIV/AIDS	1	0	2	0	Support from female employees Dedication of subordinates	

Source: 'Strategy for prevention of HIV/AIDS and Drug Abuse Problems by Non-Government Organizations in Nagaland, India'.

As revealed in Table 3, Successful work in health and allied field has been ranked as the third successful activity as reported by 33 percent of higher level of employees of NGOs and 44 percent of lower level of employees of NGOs. Table-3 includes different sub activities under health and allied sector which had been accomplished by employees of NGOs, viz. care and support to people living with HIV/AIDS, mainstreaming of drug addicted people, employment of HIV infected people and nutritional support to the HIV/AIDS infected women. The reason for success were, strong organizational set up, adequate fund flow, good support from target group, people were coming for help and strong commitment from staff.

Conclusion and Recommendation:

On the basis of the study on the most successful development work conducted by the employees of NGOs during their service period and also to find out the reason(s) for success, various successful activities were explored whereby, the formation of SHGs was identified as the most successful development work conducted by them. The important reasons identified for success were mainly regular training, supervision and monitoring by the lower level of employees, positive response from the women folks and Proper introduction of basic knowledge about SHG to the rural women and distribution of seed money to the SHGs for income generating activity.

Successful adoption of different agriculture and allied activities promoted by the functionaries of NGOs has been ranked as the second successful development work. Beneficiaries had adopted many improved cultivation practices and technologies viz., mushroom cultivation, orchard development, orange plantation, off season vegetables cultivation, improved passion fruit cultivation and marketing, and piggery by widows. The reason for success were, proper training for beneficiaries, demonstration at field level, exposure trip for beneficiaries, regular visit of project by field level staff, quality planting material supply and input supply.

Successful work in health and allied field has been ranked as the third successful activity. It included different sub activities under health and allied sector, viz. care and support to people living with HIV/AIDS, mainstreaming of drug addicted people, employment of HIV infected people and nutritional support to the HIV/AIDS infected women. The reason for success were as

follows- strong organizational set up, adequate fund flow, good support from target group, peoples coming for help, and strong commitment from employees.

Study shows that regular training, supervision, willingness of the beneficiaries, distribution of seed money, etc. were identified as the reasons for successful SHGs, and training, demonstration, quality input supply, etc. were the identified reasons for successful adoption of agricultural innovation as well as strong commitment from employees, adequate fund flow for development, good support from target group etc were the reasons for Successful work in health and allied sector. From the study it can be concluded that in development sectors for more successful implementation of development work and for further development; development organizations, functionaries and policy makers may take proper initiative and consider all valuable reasons and findings.

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